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ABSTRACT

This publication outlines some of the techniques school districts are using to survive in an era of fiscal restraint. Information in this resource directory is based on a national survey of 108 school districts affiliated with the National School Board Association. Section 1 summarizes the survey findings, which indicate that school districts have tried to make budget cuts that do not directly affect the instructional program. The most frequently mentioned cost-cutting methods included promoting interagency collaboration, increasing energy efficiency, consolidating transportation routes, and changing purchasing policies. Obstacles to the strategies included general resistance to change, lack of communication, and personnel practices and contracts. Section 2 provides brief descriptions of 228 ways in which districts have cut costs or raised revenues. The tips are organized into 24 categories. Each tip includes a description of the technique, estimated cost savings (or generated revenue), and a contact person and telephone number. Section 3 provides basic information on the school districts participating in the survey. One figure is included. (LMI)

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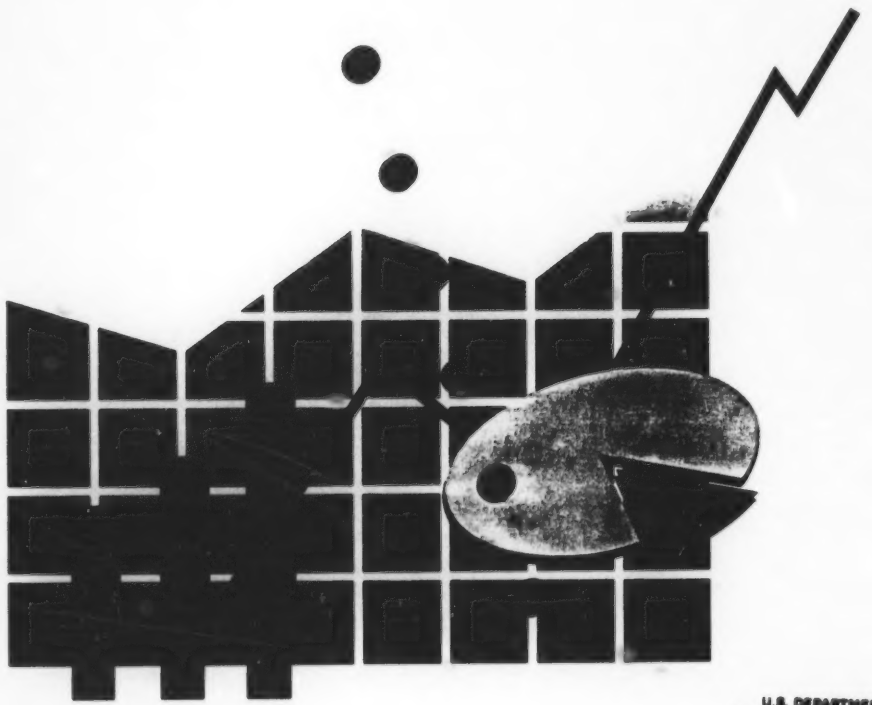
BEST PRACTICES SERIES

ED 360 689

CUTTING COSTS & RAISING REVENUES

228 TIPS FOR SCHOOL DISTRICTS



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about NSBA...

The National School Boards Association is the nationwide advocacy organization for public school governance. NSBA's mission is to foster excellence and equity in public elementary and secondary education in the United States through local school board leadership. NSBA achieves its mission by amplifying the influence of school boards across the country in all public forums relevant to federal and national education issues, by representing the school board perspective before federal government agencies and with national organizations that affect education, and by providing vital information and services to Federation Members and school boards throughout the nation.

NSBA advocates local school boards as the ultimate expression of the unique American institution of representative governance of public school districts. NSBA supports the capacity of each school board — acting on behalf of and in close concert with the people of its community — to envision the future of education in its community, to establish a structure and environment that allow all students to reach their maximum potential, to provide accountability for the people of its community on performance in the schools, and to serve as the key community advocate for children and youth and their public schools.

Founded in 1940, NSBA is a not-for-profit federation of 49 state associations of school boards and the school boards of Hawaii, the District of Columbia, the U.S. Virgin Islands, and the Commonwealth of Puerto Rico. NSBA represents the nation's 97,000 school board members. These board members govern 15,500 local school districts that serve more than 41 million public school students — approximately 90 percent of all elementary and secondary school students in the nation. Virtually all school board members are elected; the remainder are appointed by elected officials.

NSBA policy is determined by a 150-member Delegate Assembly of local school board members from throughout the nation. The 24-member Board of Directors translates this policy into action. Programs and services are administered by the NSBA Executive Director, assisted by a professional staff. NSBA is located in metropolitan Washington, D.C.

NSBA PROGRAMS AND SERVICES

- National Affiliate Program — enables school boards to work with their state association and NSBA to identify and influence federal and national trends and issues affecting public school governance.
- Council of Urban Boards of Education — serves the governance needs of urban school boards.
- Large District Forum — serves the governance needs of large but non-urban boards.
- Rural and Small District Forum — serves the governance needs of rural and small enrollment districts.
- Federal Relations Network — school board members from each Congressional district actively participate in NSBA's federal and national advocacy efforts.
- Federal Policy Coordinators Network — focuses on the administration of federally funded programs.
- Award Winning Publications — The American School Board Journal, The Executive Educator, School Board News, and special substantive reports on public school governance throughout the year.
- Institute for the Transfer of Technology to Education and Technology Leadership Network — advances public education through best uses of technology in the classroom and school district operations.
- Council of School Attorneys — focuses on school law issues and services to school board attorneys.
- Annual Convention and Exposition — the nation's largest policy and training conference for local education officials on national and federal issues affecting the public schools in the United States.
- National Education Policy Network — provides the latest policy information nationwide and a framework for public governance through written policies.
- Training/Development and Clearinghouse Information — for the policy leadership of state school boards associations and local school boards.

NSBA
LEADERSHIP FOR PUBLIC EDUCATION

National School Boards Association
1680 Duke Street
Alexandria, VA 22314
Phone: 703-838-6722
Fax: 703-683-7590

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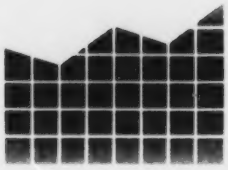

CUTTING COSTS & RAISING REVENUES

228 TIPS FOR SCHOOL DISTRICTS

National School Boards Association

E. Harold Fisher, President

Thomas A. Shannon, Executive Director

Harold P. Seamon, Deputy Executive Director

Office of Federal and National Education Issues Advocacy

Michael A. Resnick, Associate Executive Director

Lynne Glassman, Director, Network Operations

Jessie H. Sheldon, Manager, Administrative Services

Author: Kristen J. Amundson

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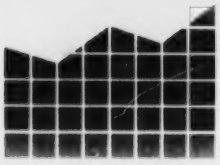
NSBA Best Practices Series, 1992

Cutting Costs & Raising Revenues

228 Tips for School Districts



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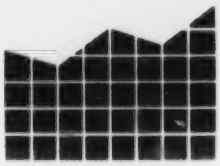


Foreword

In the 1790s, a Frenchman was asked, "What did you do in the Revolution?" His answer: "I survived."

Today, school districts across the country could offer the same response. In the face of declining revenues and rising expectations, they have survived. This publication, Cutting Costs and Raising Revenues: 228 Tips for School Districts, outlines some of the techniques school districts are using to survive in an era of fiscal restraint.

The publication, and the study on which it was based, were sponsored by NSBA's National Affiliate program on behalf of local school district subscribers. It is the second in a series of publications featuring the **"Best Practices"** of school districts. The National Affiliate program is dedicated to improving American education in a variety of ways, e.g., publications, including the **"Best Practices"** series; a grant winner service which provides information to school districts on available grants and an optional fee-paid grant acquisition source; conferences on topics of vital concern to school board members; and publishing School Board News, a biweekly national newspaper of education news.

In addition to these National Affiliate services, NSBA has been active in lobbying for increased funding for local school districts. In the past year alone, NSBA activities increased most school districts' federal funding by over 10 percent. To become involved in NSBA's lobbying efforts, please contact your state school boards association.

The information in this resource directory was based on a survey of local school districts. It has been organized to provide local school board members with ready access to information about how other school districts are cutting costs and raising revenues. For more information, contact Michael A. Resnick, Associate Executive Director, or Lynne Glassman, Director, Network Operations.

Even one of these cost-saving tips may more than pay for your National Affiliate dues. We hope that Cutting Costs and Raising Revenues will help all school districts as they strive to provide better education to all children in these times of tight budgets.

Very truly yours,

E. Harold Fisher
President

Thomas A. Shannon
Executive Director

How to Use This Directory

This publication includes brief descriptions of 228 ways school districts have cut costs or raised revenues. The tips, described in Section II, are organized into 24 categories:

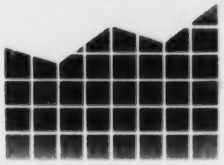
Administrative and staff reorganization
Community volunteers
Employee salaries and benefits
Energy efficiency
Extracurricular activities
Financial management
Food service
Fundraising/increased grantsmanship
Instructional programs
Insurance
Interagency collaboration/pooling resources/ sharing programs
Maintenance of buildings and equipment
New taxing mechanisms
Personnel practices
Placing school attorneys on retainer
Purchasing
Recycling
Retirement
Sale of services
Special fees
Technology
Textbooks
Transportation
Year-round schooling

Each tip includes:

- a description of the cost-saving or revenue raising technique, based on information provided by the school district;
- estimated cost savings (or revenue generated), again based on information provided by the school district;
- a contact person and telephone number, if one was provided.

Section III provides basic information on the school districts that participated in the survey. Districts are listed alphabetically, by state. Information in this section, all provided by the school districts responding, includes the school district name, mailing address, and other pertinent information, including district size, approximate annual budget, and district type. It also includes the page numbers on which cost-saving or revenue-raising tips from that district appear in Section II. Cross-referencing the information in Section III with the brief descriptions in Section II will allow school districts to see how other similar districts have addressed specific issues.

Given space limitations, individual descriptions are necessarily brief. For more information on how a particular cost-saving technique was implemented—as well as specifics on such topics as negotiating with employee organizations, developing contract clauses, interacting with the media, and avoiding pitfalls—telephone the contact person listed in Section II.



Section I - Surviving in an Era of Fiscal Restraint

At a time when schools are being asked to do more and more, educating greater numbers of students, many of them needing more and more help, there is simply less money available. Across the country, school districts are facing budget cuts that range from a few thousand dollars to 5 or 6 million dollars.

Local governments, whose revenues rely heavily on property taxes, have seen the erosion of their tax base during the recession. Declining property values combined with voter resistance to real estate tax increases, have meant that localities have fewer dollars available for schools. Even in Fairfax County, VA, which has a strong tradition of local support for public schools, property tax values fell by 3 percent for residential property — and more than 10 percent for commercial real estate. As a result, the county's school funding has dropped from $875.8 million in FY 1991 to $855.4 million in FY 1993 — a period during which the student population increased by 13,362 students.

In tough economic times, it is often difficult to convince voters to vote for higher taxes. That was the experience of the Sevier School District in Richfield, UT. Two years ago, the district tried to secure passage of a bond election for classroom computers. "People didn't care what the money was going for; they just didn't want to pay more taxes for anything at all," says Boyd Keisel, acting superintendent. The measure lost by 76 votes. "The ones in favor were parents who had seen the computer learning systems in action."

Similarly, the Irvine, CA, Unified School District spent six months and "a *lot* of energy" trying to pass a community parcel tax. It failed narrowly, garnering 65 percent of the vote rather than the required two-thirds. Anti-tax sentiment and the fact that only 25 percent of voters have children in schools are cited as the reason why the referendum failed.

Local tax abatements offered to large businesses willing to settle in a district have also proved to be detrimental to school district budgets. Although these large businesses may employ local people, and thus increase employment, tax abatements can cut significantly into property tax values.

States, too, have fewer dollars available. Both state income taxes and state sales tax revenues have declined during the recession. At the same time, other state priorities have led to fierce competition with other social service agencies. Medicaid costs, for example, are rising rapidly in many states. In Virginia alone, Medicaid costs rose by more than $300 million. As a result, funds available for state funding of education have been reduced. In California, the state's severe budget crisis has led to billion-dollar losses in state funding. The Riverside, CA, Unified School District has lost more than $15 million in two years of state budget cuts. In Houston, TX, shortfalls in state funding led to a $23.5 million loss. At the same time, decreasing property values cost the district another $15 million.

State cutbacks have had a severe impact on local budgets. In California, many school districts cut back the high school day from six periods to five and eliminated music and art for elementary school students. Funds for extracurricular activities have also been slashed.

Cutbacks have affected school districts in other states as well. "State holdbacks have been devastating not only to this school district, but to all school districts in the state of Florida," says Thomas J. Dooler, assistant superintendent for business and financial affairs of the Indian River County School District in Vero Beach, FL. "The end result despite our best efforts is that education statewide will suffer."

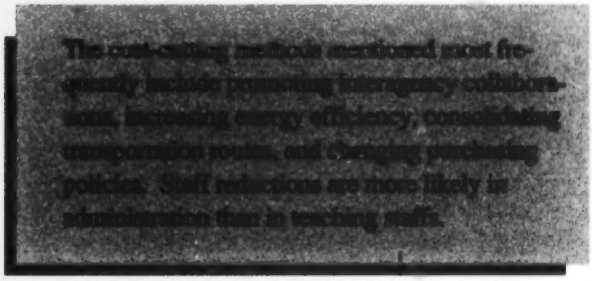
In this difficult budget climate, schools have struggled to find ways to do more with less. From instituting hiring freezes to curtailing programs, from contracting services to bringing them in-house, districts across the country have found innovative ways to operate more efficiently and effectively.

This publication, the second in NSBA's "**Best Practices**" series, outlines some of the most successful cost-saving and revenue-raising practices of school districts nationwide. It was sponsored by NSBA's National Affiliate program on behalf of local school district subscribers. In response to a survey of a sample of NSBA members, 108 National Affiliate districts provided their suggestions on ways to cut costs while maintaining services. Cutting Costs and Raising Revenues compiles 228 tips that cover everything from reducing administrative costs to year-round schooling as a way to optimize facility usage.

Districts were asked to identify the areas in which they had made budget reductions. Figure 1 shows the number of tips in each category that are included in this publication. In addition, districts were asked to identify the two or three practices they found most effective. Those descriptions, along with estimates of cost savings, are included in Section II of this publication.

Districts who responded to the survey represent the diversity of U.S. school districts, from the City School District of New York with an enrollment of 956,616 and a budget of $6.5 billion to the Yarbrough Schools in Goodwell, OK, with an enrollment of 125 and a budget of $800,000. Respondents included urban, small city, suburban, and rural districts. School district information, including mailing address, student enrollment, district budget, and district type (rural, urban, suburban, small city) are listed in Section III.

These figures clearly show that school districts have tried to make budget cuts that do not directly affect the instructional program. The cost-cutting methods mentioned most frequently include promoting inter-agency collaborations, increasing energy efficiency, consolidating transportation routes, and changing purchasing policies. Staff reductions are more likely in administration than in teaching staffs.



Sometimes the simplest ideas can be the most effective. When the City School District of New York placed learning disabled special education students, who qualify for door-to-door transportation, on buses with general education students who received stop-to-stop transportation, cost savings exceeded $10 million.

Similarly, four simple ideas proved effective in Montgomery County, MD. Paul L. Vance, superintendent, notes:

"Of the concepts that have already been implemented, the largest dollar benefits were generated by widening the 'transportation windows' (the time period when students are picked up and left off), providing for more economical transportation of special education students, and raising the prices of school lunches and adult education programs. Collectively, these 4 concepts have already decreased costs and increased revenues by $1.7 million for this year alone."

Other cost-savings measures were more difficult to institute. For example, when the Phoenix Union, AZ, schools decided to reduce energy costs, the district invested heavily in technology and spent additional time and money training staff. Results, however, have been significant: The $1.08 million savings include a $590,000 reduction in utilities costs; $270,000 in reduced maintenance staffing; $168,000 in reduced maintenance costs; $122,000 in reduced capital outlay.

Clearly, there is no one best way to cut costs. Many districts have noted tremendous savings from privatizing certain functions—especially food service. Yet the Dade County, FL, schools found that school employees could manage the district's $1.5 billion construction program at a lower overall cost than contracting the job to a private firm.

By training a staff member to repair printers and computers, avoiding costly maintenance contracts and repair costs when the items break down, the Monroe, MI, Public Schools saved a minimum of $10,000. In contrast, the Township High School District 214 in Arlington Heights, IL found it could save more than $250,000 by using the local cab company to provide door-to-door transportation for special education students.

It is worth noting that some short-term cost savings are not sustainable in the long run. When the Liberty Central, NY, schools reduced central administrative staff, the superintendent and central office administrators assumed 70-80 hour work weeks. Over the long term, this could lead to employee burnout or higher turnover.

Districts were candid in sharing the cost-saving techniques that did *not* work. For example, an effort to allocate copy machine costs to schools on a per-student basis in Alexandria, VA, did not work because the existing lease contracts did not give principals the flexibility they needed to reduce machine size and costs.

Administrative and legal requirements sometimes frustrated efforts at cutting costs. "We removed all

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asbestos-containing materials," says James D. O'Neill, business manager of the Northeastern School District, "and then the AHERA regulations were relaxed!"

Personnel practices and contracts have also hampered school district efforts to reduce costs. The Lowell Joint School District in Whittier, CA, proposed hiring part-time employees to reduce benefit costs and to contract out custodial work. Employee unions and provisions in the state code proved to be insurmountable barriers. "The collective bargaining process is a major impediment to cost-saving measures," noted Pearl Lizuka, director of business services.

> *"The collective bargaining process is a major impediment to cost-saving measures."*
> Pearl Lizuka, director of business services,
> Lowell Joint School District, Whittier, CA

The Mahopac, NY, Central School District eliminated some teacher aide positions in special education and elementary school classrooms. However, the need to pay unemployment benefits negated the savings in the first year.

In New York City, an attempt to reduce the minimum reimbursement rate for local travel was not successful. Unions opposed this measure, which would have saved an estimated $1 million per year.

In Milwaukee, WI, union opposition also stopped a proposal to increase the co-pay on the school's insurance program. Unions also opposed instituting a managed health care plan.

To reduce overtime, the Merrick Union, NY, Free School District changed the schedule of some employees, making Saturday a regular work day. "We had difficulty keeping track of the employee assigned on a Saturday," says Stan Germain, assistant to the superintendent for business and finance. The district also encountered resistance from employees to scheduling that regularly included a weekend work day. Nonetheless, the district plans to reestablish the program in the future.

Parents are often unwilling to support any cuts that affect their children. When the Joplin, MO, schools reduced extracurricular activities and athletics, the public demanded that they be reinstated.

In another district, public pressure prevented the district from reducing certain bus routes. As a district administrator noted, "We have routes that are no longer hazardous, but it would be politically unwise to eliminate those runs."

Many districts noted a generalized resistance to making changes. "The greatest obstacle to any new practice is past practice ... and a reluctance of those involved to change because of a comfort level involved," says David Eubanks, superintendent, Spartanburg, SC, County School District Six.

FIGURE 1: HOW SCHOOL DISTRICTS HAVE REDUCED COSTS AND RAISED REVENUES

	NUMBER OF TIPS IDENTIFIED
Administrative & staff reorganization	18
Community volunteers	10
Employee salaries/benefits	9
Energy efficiency	34
Extracurricular activities	3
Financial management	6
Food service	9
Increased grantsmanship/fundraising	14
Instructional programs	7
Insurance	12
Interagency collaboration/ pooling resources/sharing programs	20
Maintenance of buildings and equipment	14
New taxing mechanisms	2
Personnel practices	11
Placing school attorneys on retainer	1
Purchasing	13
Recycling	6
Retirement	6
Sale of services	4
Special fees	4
Technology	8
Textbooks	4
Transportation	12
Year-round schooling	1

Other suggestions mentioned:
- Pooling Perkins funds with other educational entities
- Truck composting program
- School-age child care program at elementary school
- School closings
- Telephone bills
- Teacher productivity

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> ***"The greatest obstacle to any new practice is past practice ... and a reluctance of those involved to change because of a comfort level involved."***
> **David Eubanks, superintendent, Spartanburg, SC, County School District Six**

Lack of communication is a second reason why some changes have not been successful. For example, when the Lynchburg, VA, schools tried to move textbook management from the instructional media department to the business office, the program did not meet its budgetary objectives — largely because of a lack of communication, according to Dave Terry, the director of finance. "Programs that directly impact the students are best kept in the organizational departments that are the closest to the student," he notes.

During a time of budget cutting, districts have learned, communication is even more essential. Thomas Dooley, of the Indian River County, FL, School District observes, "Time and effort must be expended in *communicating* to all employee groups the cost savings programs that were implemented."

Earmon McSwine, superintendent of the Holly Springs, MS, schools, agrees. For any cost-savings measure to be effective, he notes, "all personnel . . . need to see the whole picture. If the total staff is not committed, there will not be improvement."

But school boards must do more than communicate internally about the importance of budget cutting if they are to be successful. For many school districts, the next round of budget cuts will directly affect instruction. As Dr. Kirk Lewis, director of operations for the Riverside, CA, schools says, "After two straight years of budget cutting, most budget cuts end up with such a negative program impact that we would not recommend implementing them."

Dr. S. Dawn Goldstine, superintendent of the Northampton, VA, schools concurs. "Our primary problems have been in securing enough local funding to support our educational program despite our cost-saving practices."

For this reason, school boards must reach out, increasing advocacy efforts with the broader community. Learning to work with the local press, always an important skill for school board members, is now essential. So is working with local legislators.

Inviting local legislators on a tour can be an effective way to demonstrate the need for increased public support of education. Legislators may not be aware of the needs of today's student population. When they know the percentage of students who qualify for free or reduced price lunch, or learn the number of students who qualify for special education, they may begin to understand the need for increased revenues.

Cost cutting measures are an essential part of this advocacy. "Visible programs to hold down costs demonstrate to the patrons in the district as well as the employees that we are good stewards of the funds that the taxpayers have entrusted to us ... that we're doing everything we possibly can to make that tax money count and to free up money to educate children," points out Richard Frazier, energy management coordinator for the Midwest City/Del City, OK, School District.

> ***"Visible programs to hold down costs demonstrate to the patrons in the district as well as the employees that we are good stewards of the funds that the taxpayers have entrusted to us ... that we're doing everything we possibly can to make that tax money count and to free up money to educate children."***
> **Richard Frazier, energy management coordinator, Midwest City/Del City School District**

These are challenging times for public schools. Yet by sharing the best practices of other districts — and by advocating strongly for increased public support of education — schools will continue to survive in an era of fiscal restraint.

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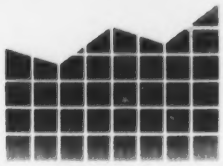

Section II - How Districts are Cutting Costs and Raising Revenues

ADMINISTRATIVE AND STAFF REORGANIZATION

• Decreasing central office employees. Curriculum specialists are now school-based. Central office employees serve in a variety of roles. Cost savings: Not available.

Currituck County (NC) Schools
Contact: C. Daniels (919) 232-2223

• Reducing district level administration and professional/ technical support. Cost savings: $765,380.

School District of Volusia County (FL)
Contact: Jack Schoep (904) 734-7190

• The Board of Education approved a performance-based pay plan for administrators so they would receive both a "base increase" and also would be eligible for a performance-based increase subject to completion of mutually acceptable goals developed by the administrator and approved by the superintendent. Each year the base salary increase is reduced and the performance-based pay portion is increased. Increased productivity has led to eliminating two positions. Cost savings: $120,000.

Piscataway (NJ) School District
Contact: Dr. Philip E. Geiger (908) 885-1670

• Reducing the number of administrators by nearly 12 percent by eliminating redundant efforts and assigning responsibilities to other administrators or staff. Cost savings: $2.3 million.

Denver (CO) Public Schools
Contact: Velma Rose (303) 764-3226,
or Evie Dennis (303) 764-3301

• Eliminating 10 percent of administrative positions and redeploying personnel based on the district's needs. Pooling clerical staff. Cost savings: $300,000.

Fairport (NY) Central School District
Contact: Timothy J. McElheran (716) 223-7600

• Over a period of five years, jobs have been consolidated and positions eliminated through attrition. Cost savings: $350,000.

Spartanburg (SC) County School District Six
Contact: David Eubanks (803) 576-4212

• Reorganize administrative staff into two distinct areas: instruction and administration. Elimination of most assistant director positions. Cost savings: $1,515,940.

Lee County (FL) School District
Contact: Dr. Donald S. Van Fleet (813) 337-8331

• Consolidated and downsized from 5200 positions to 3588. Froze all non-essential purchases, travel, overtime, etc. Cost savings: $20 million.

City School District of New York
Contact: Stanley S. Litow (718) 935-2790

• Reorganizing the administrative staff to reduce 115 administrative positions. Cost savings: $668,617.

Lynchburg (VA) City Schools
Contact: Dave Terry (804) 847-1420

• Not filling positions made vacant when people retire. The central administrative staff was reduced from three people to two — the superintendent and assistant superintendent have absorbed responsibilities. District also uses part-time clerical staff, who do not receive benefits. Cost savings: $150,000.

Liberty (NY) Central Schools
Contact: Richard Beruk (914) 292-6990

• Hiring new employees (including superintendent, principal, and secretaries) at lower salaries than their predecessors. Cost savings: $24,000.

Shattuck (OK) School District
Contact: Donny Darrow (405) 938-2586

• Reorganizing administration by replacing departmental chairpersons with teacher coordinators. Cost savings: $170,000.

Harborfields CSD (NY)
Contact: Dr. Raymond Walters (516) 754-5320

• Creating two principalships serving four schools. Support services were also streamlined. Cost savings: $150,000.

Pelham (NY) Union Free School District
Contact: Charles Wilson (914) 738-3434

• Reorganizing the business support areas. Combining the plant operations (maintenance) department with facilities (construction). Added recreational maintenance responsibilities to further reduce staff and eliminate duplication. Cost Savings: $1.5 million (potential).

Milwaukee (WI) Public Schools
Contact: Suzanne Lundin (414) 475-8282

• Because of consistent pupil growth, some administrators are reassigned back into the classroom. Cost savings: $1 million.

Virginia Beach (VA) City Public Schools
Contact: Sidney L. Faucette (804) 427-4326

• Reviewing all vacancies before filling any. Assigning one elementary principal to cover two small schools. Realigning central office staff. All reductions were accomplished through attrition and no one was laid off. Cost savings: $400,000.

North Kansas City (MO) School District
Contact: Dr. David Crockett (816) 453-5050

• Reducing travel, conference registrations, and other purchased services for all employees. Cost savings: $165,000.

Montgomery (AL) Public Schools
Contact: H. Lynn Bell (205) 269-3000

• Eliminating management positions (including the person charged with the responsibility of filling out forms) through attrition, reassignment, or transfer. Cost savings: $500,000.

Oceanside Unified School District (CA)
Contact: (619) 757-2560

COMMUNITY VOLUNTEERS

• Encouraging community citizens to volunteer. At one elementary school of 572 students, volunteers logged more than 6,000 hours. Cost savings: $60,000 (at $10 per hour).

Currituck County (NC) Schools
Contact: Sherry Terpening (919) 435-6521

• Volunteers eliminate the need for instructional assistants who are paid $14,000 per year. Cost savings: $140,000.

Wallingford (CT) Public Schools
Contact: Cindy Len (203) 294-5503

• During one year, volunteer hours equated to 29 teacher aides. Cost savings: $320,000 in salaries and benefits.

Spartanburg (SC) County School District Six
Contact: Katie Wofford (803) 576-4212

• Using the Foster Grandparents program to supplement the special education program. As a result, the district needs 4½ fewer teacher assistants. Cost savings: $33,750.

Fayetteville (TN) City Schools
Contact: Rickey Shelton (615) 433-4473

• Each year, approximately 25,285 volunteers contribute an average of three hours a week. Valued at $10 per hour, these volunteers save millions of dollars each year. Cost savings: $28 million.

Dade County (FL) Public Schools
Contact: Carol Renick (305) 995-1385

• Using volunteers instead of substitute teachers, secretaries, and aides. Cost savings: $20,000.

MSAD #55 (ME)
Contact: Sylvia Pease (207) 625-8683

• Volunteers have painted areas of the building, led activities for students, and helped in classrooms. With a student population of 275 in grades K-12, this district involves more than 100 volunteers a year. Cost savings: Thousands.

Easton (ME) School Dept.
Contact: Thomas Jandreau (207) 488-7701

• A community volunteer program (called VIPs) has made staff more efficient and reduced the need to hire additional personnel. Cost savings: Hard to determine because program is new.

Joplin (MO) R-VIII
Contact: Wanda Highland (417) 625-5200

• Volunteer coordinators match volunteers with student and school needs. They have increased the level of volunteerism throughout the district. Benefit: Increased services to students.

Alhambra School District (AZ)
Contact: Ginny Sweeney (602) 246-5133

EMPLOYEE SALARIES AND BENEFITS

For many school boards, the rising costs of employee benefits are outstripping salary increases. The Norfolk (VA) schools have found a number of ways to reduce these expenditures.

For example, when employees were required to pay a small portion ($6 per month) of the health insurance costs previously subsidized by the district, 700 subscribers who had coverage through their spouse dropped the district's health insurance. Savings are more than $1 million per year.

The district has also created a Flexible Benefits Salary Conversion plan. Allowed under IRS Section 125, this plan permits employees to convert payroll deductions for health and dental insurance to an equal amount of salary reduction, and have the school district pay the health care costs directly. Since social security, state, and federal income taxes are not charged against the flexible benefits salary reductions, the direct savings to employees is between 28 and 41 percent, depending on their federal tax bracket. The plan saves the district $650,000 per year, primarily in reduced FICA costs. For more information, contact Dr. Forrest R. (Hap) White at (804) 441-2711.

• Paying staff members who agree to forego benefits 40 percent of the saved premium. The board accrues the remainder of the saved premium. Cost savings: Not yet determined.

Wallingford (CT) Public Schools
Contact: Dale Wilson (203) 949-6500

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• The district has implemented an IRS Section 125 plan for a comprehensive array of benefits, including dependent care, medical insurance, hospitalization, etc. Cost savings: $9,000.

Charlottesville (VA) Public Schools
Contact: Herb Cottrill (804) 979-9250

• As contracts expire, the school district has requested staff members in all units to assume personal responsibility for a greater share of their fringe benefits. The single most expensive benefit is health insurance. Today, staff members are paying a larger share of their premiums, and their eligibility in some units requires a greater length of service for participation. New staff members are also paying a larger percentage of the premium. Cost savings: $100,000.

Fairport (NY) Central School District
Contact: Timothy J. McElheran (716) 223-7600

• In the past, employees were eligible for district-paid health insurance after retirement if they had accumulated as little as five years of service in the district. Contracts now negotiated require 8 to 15 years of service. Savings: Undetermined.

Fairport (NY) Central School District
Contact: Timothy J. McElheran (716) 223-7600

• Instead of traditional fee-for-service insurance, the district initiated a group health Preferred Provider Organization (PPO). Additional benefits are utilization review, managed care, case management, and a rapidly expanding wellness program. Cost savings: $3 million.

Lee County (FL) School District
Contact: Ande Albert (813) 337-8317

• This district has tried Health Maintenance Organizations, Preferred Provider Organizations, point-of-service programs as ways to hold down health care costs. With each new program, providers quickly learn how to manipulate the system. This year, the district's insurance carrier will contract with not-for-profit hospitals to pay them and a selected group of resource-efficient doctors a fixed monthly premium to provide full-service health care to employees who enroll in that hospital's program. Cost savings: Millions.

Dade County (FL) Public Schools
Contact: Susan Weiner (305) 995-7150

• Six districts have formed a self-insurance pool for health, dental, and life insurance. Savings for the districts ranged from 30 percent to 80 percent of the amount that commercial carriers would have charged for yearly premiums.

Skokie (IL) School District 68
Contact: James B. Fritts (708) 676-9000

• Since 1977, every new teacher — with no exceptions — has been hired at Step Zero on the salary scale. Savings: Several million dollars.

Rochester (MI) Community Schools
Contact: Larry Westley (313) 651-6210

• To accommodate increased enrollments without increasing staff, some teachers agree to give up their preparation period to teach one more class. They receive 1/7 more salary. Preparation is done either before or after school. Cost savings: Costs of insurance and liability if more staff were hired.

Sevier School District (UT)
Contact: Boyd Keisel (801) 896-8214

ENERGY EFFICIENCY

In Philadelphia (PA) schools have a built-in incentive to hold down energy costs — they are allowed to spend a portion of the savings. In the first year of a program, schools keep 40 percent of total energy cost savings, which they can use for anything else the building engineer chooses. In succeeding years, schools keep 20 percent of the savings.

Every three years, the budgets are readjusted so that the impact of capital improvements can be incorporated. However, the district has found that the biggest cost saver is simply turning off the lights! Cost savings over the past eight years amount to more than $50 million. Contact Jack A. Myers at (215) 299-7288.

• Limiting the use of heating, ventilating and air conditioning (HVAC) system to 30 minutes before the school day begins and 30 minutes after school lets out. Teachers have been made aware of this schedule. Cost savings: $40,000.

Berryessa Union School District, San Jose (CA)
Contact: June Reno (408) 923-1890

• Boilers and lighting fixtures were retro-fitted for greater energy efficiency. Reduction: 20 percent savings in utilities costs.

New Orleans (LA) Public Schools
Contact: Dr. Frank Fudesco (504) 286-2790

• Contracting with a private consulting firm to reduce energy costs through staff training. The firm guarantees that the energy savings will be greater than the amount of the fee paid. Cost savings: Not yet determined.

Waco (TX) Independent School District
Contact: Tom Killy (817) 755-9423

• Electronic monitoring of energy usage and central control of environments. Cost savings: 2 to 5 percent of total energy costs.

Beaufort (SC) County School District
Contact: Dr. William Rentz (803) 525-4200

• Installing energy management computer systems in nearly all buildings. During the heating season, heat usage is monitored each day. In addition, grade schools are involved in a "Watt Watcher" program and are competing to reduce building lighting use. Cost savings: $29,481 — a 6.5 percent drop in energy use.

Kelso (WA) School District #458
Contact: Ted Bolden (206) 577-2429

• An analysis of each building, combined with summer supervision of air conditioning and new control devices. Cost savings: $15,000.

Stillwater (OK) Public Schools
Contact: Jim Ramsey (405) 743-6300

• The district contracted with a private firm to provide turnkey maintenance, repairs, and replacement of all HVAC equipment. Results were a staff reduction and more efficient use of building facilities staff. Cost savings: $225,000.

Alexandria (VA) City Public Schools
Contact: Larry Gilbertson (703) 824-6689

• Participating in a state-sponsored program of energy audits. The retrofitting of electrical services resulted in a savings in utility costs. Cost savings: $6,000.

Lowell Joint School District, Whittier (CA)
Contact: Pearl Lizuka (310) 943-0211

• The district works with a contractor who has initiated a people-intensive energy savings program. Rather than emphasizing changes in hardware, this program emphasizes changing habits and attitudes. Cost savings: $325,000.

Midwest City/Del City (OK) School District
Contact: Richard Frazier (405) 737-4461

• Local energy companies sponsored an energy management program that will make renovation improvements to school buildings that will pay for themselves with reduced energy costs. Cost savings: $60,000.

Wayne-Westland (MI) Community Schools
Contact: Randy Liepa (313) 595-2042

• Upgrading 12 schools, retrofitting buildings to install energy-efficient heating and air conditioning equipment. Training all employees for more efficient operation of systems. Cost savings: $1.08 million, including $590,000 in utilities; $270,000 in reduced maintenance staffing; $168,000 in reduced maintenance costs; $122,000 in capital outlay.

Phoenix (AZ) Union High School District
Contact: Laura Jordan (602) 271-3141

• Purchasing natural gas directly, converting electric rooftop units to gas, controlling the "set-backs" on non-school days, and encouraging people to turn off the lights. Cost savings: $50,000 to $100,000.

Pekin (IL) Public School District #108
Contact: Guy M. Cahill (309) 346-7276

• Retrofitting lighting fixtures, replacing fluorescent and incandescent lights and ballasts with T-8 tubes and electronic ballasts. Cost savings in one building: $11,000.

Board of Education of Dorchester County (MD)
Contact: Robert Rader (301) 228-4747

Also recommended by:
Mosinee (WI) School District
Contact: Tom Dalton (715)693-2530

• Providing home computers and modems for building engineers. Each engineer uses the modem to check the computer before retiring and just after waking up in the morning, spending an average of one hour per day. Engineers can adjust the temperature in the buildings, or turn off equipment, without leaving home. The investment in equipment was paid for by cost savings during the first month. Cost savings: $30,000.

Board of Education of Dorchester County (MD)
Contact: Robert Rader (301) 228-4747

• One district has entered into a contract with an outside firm that conducted an energy audit and recommended several changes. The payments on a $1 million loan to make these changes will come through the energy savings. If the district fails to save enough money, the consultant has guaranteed that it will make up the difference. Cost savings: $100,000 plus 60 percent of additional savings.

Monroe (MI) Public Schools
Contact: Richard A. Montcalm (313) 421-0330

• Purchasing and storing natural gas for six high schools. Cost savings: $100,000 to $200,000.

Township H.S. Dist. 214 (IL)
Contact: Thomas Cosgrove (708) 437-4600

• Working four ten-hour days during June and July. All buildings are totally blacked out at night and on the weekends. In addition, all thermostats are set at 78 degrees in the summer and 68 degrees in the winter. They cannot be adjusted. Cost savings: Not available.

Comal Independent School District (TX)
Contact: Roy Linnartz (512) 625-8081

• Using computer controlled thermostats and hiring a consultant to work with staff members to reduce energy use. Cost savings: $135,000.

Independence School District No. 57 (OK)
Contact: Lloyd Ray (405) 234-5270

• Replacing an electric boiler with a pulse gas boiler. Cost savings: $147,000.

Johnson City (NY) Central School District
Contact: Robert L. Holbert (607) 770-1218

• Installing a new energy management system. Guaranteed savings each year. Cost savings $134,000 (1/3 of original budget).

Arkadelphia (AR) Public Schools
Contact: Arkadelphia Public Schools (501) 246-5564

• During renovations to older buildings, computerized energy management systems were installed. Cost savings: $10,000 to $15,000.

Northeastern (York County, PA)
Contact: James D. O'Neill (717) 266-3667

• Using a $316,000 grant from a local electrical utility and $150,000 in local funds, this district retrofitted all district buildings with energy efficient lights, ballasts, and occupancy sensors. Cost savings: Over $50,000 per year.

Tumwater (WA) School District #33
Contact: Ron Shipley (206) 586-9312

• Energy audits have led to more efficient use of energy and savings over the long term. State energy grants provided half the cost of remodeling, insulation, etc. Cost savings: More than $230,000 in ten years.

Sevier School District (UT)
Contact: Ross Franks (801) 896-4401

• Encouraging staff members to practice sound energy saving habits. The incentive is an energy rebate to the schools. Additional savings are achieved through mechanical retrofit of older buildings.

Clark County (NV) School District
Contact: Dale Scott (702) 799-8713

• Instituting a four-day work week during the summer, concerted efforts by students and staff to turn off lights and monitor thermostat settings. Cost savings: $160,000.

North Kansas City (MO) School District
Contact: Dr. David Crockett (816) 453-5050

• Eliminating purchase of super octane gasoline for district vehicles. Cost savings: $18,000.

Rome (NY) City Schools
Contact: John M. Hunter (315) 339-2824

• Replacing six small gasoline tanks with two 10,000 tanks (also done in response to legal mandates). This enabled the district to buy tanker loads of gasoline at a much lower rate than the bid price they used in the past. Cost savings: $20,000.

Northampton County (VA) Public Schools
Contact: Norma Spencer (804) 678-5151

• By going to "dark campus," (in other words, turning *off* outside building lights), the district has both saved energy and has also cut vandalism. Cost savings: $122,500.

Riverside (CA) Unified School District
Contact: Dr. Kirk Lewis (714) 788-7149

• Purchasing cogeneration systems for schools with swimming pool complexes. These natural gas-burning engines generate approximately 25 percent of a school's electrical power and provide most of the heat for the swimming pool and showers. Systems have a useful life of 8-12 years, cost approximately $150,000, and generate $30,000 to $50,000 in annual savings. Cost savings: $30,000 - $50,000.

Huntington Beach (CA) Union High School District
Contact: Al Rowley (714) 964-3339

• Changing outside lighting fixtures, installing time clocks and photo cells, and controlling hours of operation. Cost savings: $85,000.

Castro Valley (CA) Unified School District
Contact: Will Macedo (510) 537-3000

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• The district received a federal grant to change lighting in the district and burners in three buildings. The district was responsible for 25 percent of the total cost. Cost savings: $30,000.

Merrick (NY) Union Free School District
Contact: Stan Germain (516) 378-3900

• Installing a computerized energy management system that controls heating and cooling throughout the district. Payback of initial costs was achieved within four years. Cost savings: $350,000 to $400,000.

Billings (MT) Public Schools
Contact: Robert Walter (406) 255-3500

• Converting to natural gas at a formerly all-electric school. Cost savings: $60,000 (from American School Board Journal, June 1992).

EXTRACURRICULAR ACTIVITIES

• Revamping the competitive schedule in football has reduced distances traveled for away games, thereby reducing the overall cost of the program. Cost savings: Not yet determined.

Wessington Springs (SD) School District 36-2
Contact: James Heinert (605) 539-9311

• Establishing user fees for all activities and scholarships for those who could not afford the fee. Revenue per year: $5,000

MSAD #55 (ME)
Contact: Larry Lord (207) 625-3208

• Establishing an activity fee for those who want to participate in athletics and other extracurricular programs. Revenue: $100,000.

North Kansas City (MO) School District
Contact: Dr. Vicki Baker (816) 221-0185

This idea was not actually tried, but is offered by one educator who thinks it might be a great idea. Why not declare October and April as Energy Saving months? During these months, outdoor air conditioning use best would be turned on. Cost savings: Undetermined.

FINANCIAL MANAGEMENT

In a variation on school-based management, the Beaufort (SC) schools have created school "clusters" — a high school and its feeder schools. Each school is given a per-pupil allocation (at least $48 per child, more for primary and high school students). Clusters of schools can then pool their money for supplies, inservice programs, computer software, and so on.

Any money saved by a cluster may be spent in any way the cluster schools determine. Thus, funds are not saved, but they are reallocated, making the best use of the district's funds. Contact Deputy Superintendent Herman Gaither at (803) 525-4200.

• Reducing all school and department budgets by 10 percent. Cost savings: $650,000.

School District of Volusia County (FL)
Contact: Jack Schoep (904) 734-7190

Also recommended by:
Pelham (NY) Union Free School District
Contact: Charles Wilson (914) 738-3434

• Establishing "sweep" accounts (a zero-balanced account) with a local bank. This technique reduces both paperwork and the number of accounts required to support district finances. It also generates additional interest revenue. Cost savings: $116,350.

St. Clair County (MI) Intermediate School District
Contact: George Ann Ragle (313) 364-8990

• Placing a bond issue in the lower floater market—a temporary, floating tax-free bond market—for five years. The district did not pay any interest on a bond until the funds were needed. Cost savings: $15 million.

St. Landry Parish (LA) School Board
Contact: James R. Manuel (318) 948-3657

• Implementing site-based management. As a result, budgets are the product of the thinking and planning of every staff member. Staff members are more aware of how money is spent and how it is managed. Cost savings: More efficient use of appropriated funds.

Northampton County (VA) Public Schools
Contact Dr. S. Dawn Goldstine (804) 678-5151

• Implementing zero-based budgeting. This has made it possible to match program needs with available funds. Cost savings: Not estimated.

Alhambra School District (AZ)
Contact: Wil Hauer (602) 246-5135

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FOOD SERVICE

The School District of Philadelphia (PA) instituted a Universal Feeding Pilot Program, designed to reduce paperwork and increase participation. The pilot program, approved by USDA, eliminated the need for parents to submit annual National School Lunch Program applications, thereby reducing the paperwork involved in administering the food service program. The district found that many parents were discouraged from applying for free or reduced price lunch because the application process was so burdensome. Others, particularly middle and high school students, did not want the stigma of being eligible for free or reduced lunch.

All children in certain sites (chosen because of the high numbers of students eligible for free or reduced price lunch) were offered meals at no cost. The motto of the lunch program became, "Come and Get It." Statistical sampling techniques were used to help the district apply for federal reimbursement for meals.

All schools showed significant increases in the numbers of students eating lunch. Elementary schools had a 15 percent increase in participation; middle schools, 50 percent; and high schools 181 percent. Because of reduced administrative costs and less paperwork, these increases were offered with no increase in lunch costs. Contact: Jack Myers at (215) 299-7288.

• Hiring a contractor to supply cafeteria service. The bid contains the district's requirements for the program. Cost savings: $230,000.

Mineola (NY) Free School District
Contact: Sheldon Dumain (516) 741-4565

Privatization also suggested by the following districts:
Kelso (WA) School District #458
Contact: Dan Beardsley (206) 577-2465

Spartanburg (SC) County School District Six
Contact: Gary Blackwel; (803) 576-4212

Upper Darby (PA) School District
Contact: Nancy DeLibero (215) 789-7200

• District is moving toward privatization of the food service program. Included in the vendor's obligation is the cost of cleaning and maintaining of equipment and facilities and the assumption of all relevant costs involved in operating a cafeteria program. Cost savings: Not available.

Piscataway (NJ) School District
Contact: Dr. Philip E. Geiger (908) 885-1670

• Centralizing food preparation by establishing a central kitchen to prepare food that is then transported to other schools. Reduced labor lowers the cost. Cost savings: $250,000.

Alexandria (VA) City Public Schools
Contact: Catherine Digilio (703) 824-6640

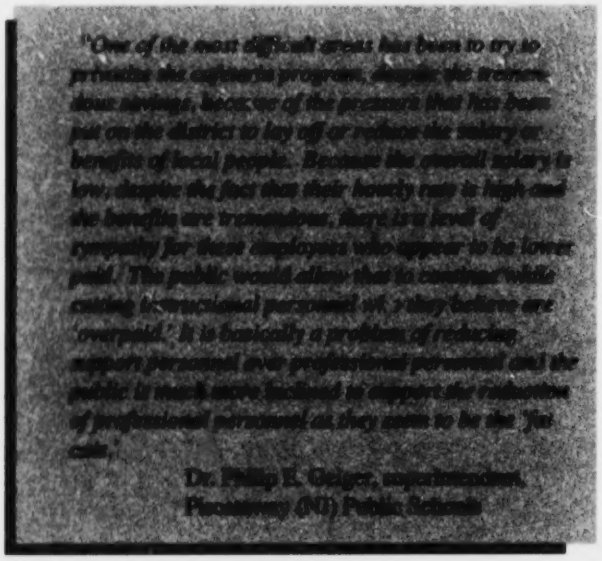
Also recommended by:
Independence School District No. 57 (OK)
Contact: Ben Bunch (405) 233-2450

• Offering healthy foods, such as salads, increased the numbers of students and staff members purchasing school lunch. Revenues: "a few thousand dollars" — enough to put the food service program in the black.

Irvine (CA) Unified
Contact: R. Mayberry (714) 651-0444

• Providing food service to local small school districts at no cost. The providing district prepares food in a central kitchen, transports it to the outlying districts, serves the food, approves and maintains applications for free and reduced price lunch, and files the monthly claims for state and federal reimbursement. All income from the operation goes directly to the providing district. Average net profit from one 400-500 student school: $1,400 to $2,000 per month.

Antelope Valley (CA) Union High School District
Contact: Terry Custer (805) 723-5119



• Charging a food service program that operates in the black a $50,000 overhead expense fee. Revenue generated: $50,000.

Harborfields CSD (NY)
Contact: Dr. Raymond Walters (516) 754-5320

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• Bidding *all* food equipment and supplies. The district has found significant price differences in spices and miscellaneous supplies that are not bought in large quantities. Other savings come from following recommended labor guidelines closely and by increasing *a la carte* and catering sales whenever possible. Cost savings: $8,000 to $10,000.

Stevens Point (WI) Area Public School District
Contact: Gayle Wald (715) 345-5522

• Charging the salaries of administrative personnel in the food service program directly to the food service program, rather than to the school district's central administrative costs.

Montgomery (AL) Public Schools
Contact: H.Lynn Bell (205) 269-3000

See also Antelope Valley (CA) Union High School District's entry in the "Purchasing" section.

FUNDRAISING/INCREASED GRANTSMANSHIP

In Dade County (FL), improved communication and dissemination techniques have led to increased grantsmanship. The Office of Grants Administration created a computer-based bulletin board, accessible to all school system sites. The bulletin board is used to advertise grant opportunities and grantsmanship workshops.

The district has also identified grants liaisons in each of six regions to assist in coordinating school site grant applications and has identified central office administrators who coordinate grant opportunities. In addition, the district has identified and contracted with outside grantwriters, on a commission basis, to develop certain identified grants for the district. Revenues have risen each year. In the 1991-92 school year alone, grant revenues exceeded $118 million. Contact Gwendolyn Jennings Kidney, assistant superintendent, at (305) 995-1704.

• Creating a position called Specialist for Discretionary Funding. The position is aggressively seeking outside funding for programs. Revenues: $1 million.

Waco (TX) Independent School District
Contact: Dr. Rosanne Stripling (817) 755-9425

• Creating a local Public Education Foundation. Revenue: $25,000.

Stillwater (OK) Public Schools
Contact: Dr. Mickey Banister (405) 743-6300

Also mentioned by:
Bergen County (NJ) Special Services
Contact: Dr. Francine M. Farber (201) 265-6300

• Encouraging local businesses to give a percentage of their sales to local schools. Revenue: $2,000.

Fayetteville (TN) City Schools
Contact: Barbara Vannatta (615) 433-5311

• Receiving HUD funding to support full-day kindergarten. Also secured an $85,000 grant to demolish an old building. Revenues: Variable.

Pekin (IL) Public School District #108
Contact: Guy M. Cahill (309) 346-7276

• "From Crayons to Computers" is a program designed to solicit both cash and donated materials from the community. Revenue: $1.25 million.

Washoe County (NV) School District
Contact: Judith Simpson (702) 333-5360

Business partnerships also mentioned by:
Alhambra School District (AZ)
Contact: Mary Beyda (602) 246-5084

• A cooperative effort among neighboring schools has resulted in increased numbers of grants. Recently, the districts received a grant to purchase calculators and teach a course via instructional television. Revenue: $9,900.

Yarbrough Schools (OK)
Contact: Randel Beaver (405) 545-3329

• Working collaboratively with the athletic boosters, funds were raised to improve the football stadium and track. Revenue: $12,000.

Wessington Springs (SD) School District 36-2
Contact: James Heinert (605) 539-9311

• Aggressive grantwriting has led to increased grant funds from foundations and businesses. Revenues: $650,000.

Tallmadge (OH) City Schools
Contact: Carole Walker (216) 633-0612

• A school-business partnership has allowed the district to take advantage of manufacturing awareness grant monies. Revenues: $2,000.

Northeastern (York County, PA)
Contact: James D. O'Neill (717) 266-3667

• Merchants are requested to adopt or select a school to sponsor for the year to enhance and support extracurricular activities and instructional programs. Revenue: $300-$400.

Holly Springs (MS)
Contact: P.T. Hampton (601) 252-2183

• By connecting with the National Diffusion Network, the district learned about competitive and noncompetitive grant programs for funding for staff development. Collaborations with other districts brought shared consultants who delivered high-quality staff development at an economical cost. Revenue: $10,000.

Northampton County (VA) Public Schools
Contact: Nancy Freeze (804) 678-5151

• By making a conscious effort to apply for more competitive grants, the district secured funds from the following sources: Even Start, Jacob Javits program, Federal Magnet program. Revenue: $4 million.

Yonkers (NY) Public Schools
Contact: Dr. Gloria Richards (914) 376-8068

Also mentioned by:
Liberty (NY) Central Schools
Contact: Elaine Lefkowitz (914) 292-5400

• NSBA can assist local school districts in obtaining grants. For more information on the Grant Winner Service, or to obtain "Grant Winner," a publication listing the latest in federal grants, contact: NSBA (703)-838-6722.

INSTRUCTIONAL PROGRAMS

The Sussex Wantage Regional (NJ) School District faced a problem similar to many school systems: a growing number of special education students who required placement out of the district. Believing both that students should be placed in the least restrictive environment and also that whenever possible, special education students should have the opportunity to remain with non-disabled peers, the district has created a position known as the student assistor.

Job responsibilities of the assistors (there are currently five) are to "do what is necessary to allow students to function in public schools." Assistors work one-on-one with disabled students, remaining with the student throughout the day. The program has allowed several students to remain in the district, close to home.

Assistors are usually full-time employees and receive benefits. Pay begins at $10 per hour. Currently three of the five assistors have college degrees.

The district estimates savings of at least $10,000 per student. The only caveat, according to superintendent Art DiBenedetto, is that "teachers need to adjust to having another adult in the classroom." Cost savings $50,000. Contact: Art DiBenedetto at (201) 875-7291.

• Increasing the student-teacher ratio by one for all programs except kindergarten. Cost savings: $2.9 million.

School District of Volusia County (FL)
Contact: Jack Schoep (904) 734-7190

• A Substitute Enrichment Program offers both financial and educational benefits. The schools have developed a pool of presenters — bankers, university professors, people from the business community — who are willing to serve as speakers when teachers are absent. Speakers are typically called when teachers know in advance they will be absent, although principals always have the final say. Since there is a shortage of certified substitutes, students say the speakers often offer a better educational experience. Cost savings: $36,000.

Mineola (NY) Free School District
Contact: Sheldon Dumain (516) 741-4565

• To reduce the cost of the child study team operation — and to increase their productivity — the district is buying computerized software to develop IEPs for the teams and to issue each team member a portable computer that allows team members to work anywhere. The program enables the district to issue IEPs within a matter of days rather than a matter of weeks. Cost savings: $150,000.

Piscataway (NJ) School District
Contact: Dr. Philip E. Geiger (908) 885-1670

• Eliminating elementary and middle school summer school due to lack of attendance and lack of impact on student achievement. Replaced with increased remediation efforts in the classroom during the regular school year. Cost savings: $367,000.

Denver (CO) Public Schools
Contact: Evie Dennis (303) 764-3301

• Instead of using full-time classroom teachers for the on-the-road portion of driver's education, the district relies on a pool of part-time, paraprofessional instructors. Cost savings: $250,000.

Norfolk (VA) Public Schools
Contact: Walter Clay (804) 441-2394

> ***"The greatest obstacle is preserving employee morale while implementing cost reduction practices."***
> **Sidney L. Faucette, superintendent, Virginia Beach (VA) Public Schools**

Other ideas to consider:

• Contracting with psychologists to conduct IEP hearings and develop IEPs during peak periods.

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INSURANCE

In an effort to hold down rising health care costs, the Charlottesville (VA) Public Schools instituted a wellness incentive program. Employees are screened for 14 "good health indicators" (Do they exercise 3 to 4 times a week? Are they a nonsmoker? Do they wear a seat belt?) Those who qualify receive a lower premium cost (from $250 to $500). Cost savings are not yet determined, but it is estimated the district will save by lowering medical claims in coming years. Contact: Debbie Oder, coordinator of budget and benefits, at (804) 979-9250.

• Becoming self-insured for worker's compensation and increasing the deductible for property coverage. Cost savings: $3 million after funding the reserve.

New Orleans (LA) Public Schools
Contact: James Henderson, Jr. (504) 286-2731

Also mentioned by:
Beaverton (OR) School District 48J
Contact: Steve Gray (503) 591-4312

St. Landry Parish (LA) School Board
Contact: James R. Manuel (318) 948-3657

Upper Darby (PA) School District
Contact: Nancy DeLibero (215) 789-7200

Rome (NY) City Schools
Contact: John M. Hunter (315) 339-2824

• Working through the state school boards association to secure a lower bid for insurance. Cost savings: $30,000.

Stillwater (OK) Public Schools
Contact: Roy Hickey (405) 743-6300

Also mentioned by:
Skokie (IL) School District 68
Contact: James B. Fritts (708) 676-9000

Stevens Point (WI) Area Public School District
Contact: William L. Palmer (715) 345-5432

• Revitalizing worker's compensation program to include rehabilitation and retraining for alternative position placement for employees who have experienced injuries that cause permanent limitations. Cost savings: $1 million.

Lee County (FL) School District
Contact: Ande Albert (813) 337-8317

• Self-funding medical insurance in conjunction with other school districts. Cost savings: Not available.

Western Springs (IL) Public Schools
Contact: Donald E. Barren (708) 246-3700

Also mentioned by:
Stanfield (AZ) Elementary
Contact: Jim Mullen (602) 266-4911

Northeastern (York County, PA)
Contact: James D. O'Neill (717) 266-3667

• Establishing a self-insured group health program eliminated the need to pay tax on insurance premiums, which private health insurance companies must pay to the state. In addition, the usual risk and contingency fee percentage dropped by 3 percent. Cost savings: $650,000 in the first year.

Richmond (VA) Public Schools
Contact: Rick Schupp (804) 780-6013

Self-insurance also mentioned by:
Farmington (CT)
Contact: Diane Shec (203) 673-8267

Easton (ME) School Dept.
Contact: Thomas Jandreau (207) 488-7701

• Obtaining a three-year premium for building insurance. Cost savings: $15,000.

Independence School District No. 57 (OK)
Contact: Karl White (405) 234-5270

• Instituting a health insurance "buy-out" plan for employees who have access to more than one health insurance plan. Cost savings: $120,000.

Johnson City (NY) Central School District
Contact: Robert L. Holbert (607) 770-1218

• Joining the city's self-insurance risk fund for fire, theft, and casualty insurance on buildings owned by the city. Cost savings: $500,000.

Norfolk (VA) Public Schools
Contact: William Wood (804) 441-2339

• Controlling worker's compensation costs by controlling medical providers at the inception of the claim. Cost savings: Variable.

Cibola County (NM) Schools
Contact: Michael O'Connell (505) 287-2961

• By pooling all the district's property and casualty and other coverages, and banding them into a single insurance package, the district lowered costs through more competitive bids. Cost savings: $60,000.

Northside I.S.D. (TX)
Contact: Dr. Joseph Lara (512) 647-2351

• Through the use of a cafeteria plan, combined with a basic "low-option" benefits plan, the district is affecting significant savings. Cost savings: $3 million.

School Board of Polk County (FL)
Contact: Bob Stein (813) 534-2188

INTERAGENCY COLLABORATION/ POOLING RESOURCES/SHARING PROGRAMS

The Stevens Point (WI) school district covers 397 square miles — much of it rural. Elderly persons who need transportation into the Stevens Point central city and back home again after school are allowed to ride school buses at no charge. Seniors who qualify (the local Commission on Aging makes sure they have no criminal record and are physically able to ride the bus) call the district's transportation department and make a reservation each time they want to ride. They are dropped off at the local senior center, located between the high school and the district's transportation center. Although this program does not save any money for the school district, it does provide improved services to local seniors without adding to the cost of the district's operation. Contact: Jim Nicewander at (715) 345-5477.

• To provide vocational education, the Mason City Community School District, North Iowa Area Community College, Northern Trails Area Education Agency, and all the schools served by NTAEA have formed the Career Readiness Consortium of Northern Iowa. The consortium has hired a staff member to coordinate the efforts of these institutions. Cost savings: Undetermined.

Mason City (IA) Community School District
Contact: Dr. David Darnell (515) 421-4401

• The McLennan County Youth Collaboration (MCYC) works closely with the school district to coordinate community youth services. Members of the MCYC include 67 organizations that serve youth—including the Girl Scouts, Kiwanis, and the March of Dimes. MCYC provides a forum where members can discuss programs to serve youth. Savings are generated primarily through reducing duplication of efforts. Cost savings: $200,000.

Waco (TX) Independent School District
Contact: Dr. Rosanne Stripling (817) 755-9425

• Sharing radio communications equipment with the city, the county, and the water department.

Des Moines (IA) Public Schools
Contact: Not available

• Establishing a film/video co-op with nearby districts. Cost savings: Not available.

Western Springs (IL) Public Schools
Contact: Donald E. Barren (708) 246-3700

• The school board and the city have joined forces to reduce costs and eliminate duplication of services wherever feasible. The school district will take over warehouse operations for both the city and the school — a consolidation that will help control costs, increase productivity, and improve operational efficiency. By purchasing in larger quantities, both city and schools will also take advantage of lower prices. Cost savings: $62,000, which includes elimination of two managerial positions.

Richmond (VA) Public Schools
Contact: Chris Stevens (804) 780-6008

• District participates in joint powers authorities for liability and worker's compensation. Also participates in pooled buying for food commodities, equipment, computers, and vehicles. Cost savings: Not yet determined.

Lowell Joint School District, Whittier (CA)
Contact: Pearl Lizuka (310) 943-0211

• Purchasing a computer system cooperatively with the town government. Cost savings: Not available.

Farmington (CT)
Contact: Diane Shea (203) 673-8267

• Eight agencies and all the school districts in Yamhill County fund a partnership to provide vocational training, community college basic skills training, and an alternative high school. Cost savings: $250,000.

Yamhill Educational Service District (OR)
Contact: James Redmond (503) 472-1431

• Creating a cooperative program to share the expertise of local staff members with other districts for inservice education. Cost savings: Not available.

Richland School District (PA)
Contact: Dr. Elizabeth Gensante (814) 266-6063

• Several small school districts have established a compact for purchasing supplies. They also use the town garage for transportation repairs. Cost savings: $20,000.

Easton (ME) School Dept.
Contact: William P. Braun (207) 488-7700

• Two schools have formed a co-op to provide preschool services. Cost savings: $10,000.

Stanfield (AZ) Elementary
Contact: Dr. Gail Pew (602) 568-2293

• Six districts share vocational and special education programs and supervisors. Cost savings: $600,000.

Tallmadge (OH) City Schools
Contact: Mary Jane Stanchina (216) 633-7911

• Developing inter-governmental agreements with other districts in transportation and computer services. Cost savings: Not available.

Yuma (AZ) Union H.S. District
Contact: Dan Faro (602) 726-1731

• The school system entered into an agreement to house the Headstart program at a local elementary school. The school system provides staff development and training so that the district's pre-K curriculum and Headstart offerings are similar. Cost savings: Not available.

Weldon (NC) City Schools
Contact: Jennie A. Johnson Franklin (919) 536-4821

• An interagency collaboration can greatly improve the likelihood that grants projects will be funded, especially in competitive programs. Collaborations with mental health facilities, group homes, and a local medical center have all received funding. Revenue: $350,000.

Bergen County (NJ)
Contact: Dr. Francine M. Farber (201) 265-6300

• Various programs are cross-referencing activities and pooling funds to defray the cost of supplies, textbooks, and instructional materials. For example, a required class in computer literacy is taught by the vocational education program in the vocational education building. Cost savings: $3,000.

Holly Springs (MS)
Contact: Earmon McSwine (601) 252-2183

• Sharing data processing and television broadcasting services. Cost savings: $1.5 million.

Virginia Beach (VA) City Public Schools
Contact: Richard K. Matika (804) 427-4990

• Sharing field mowing with the local recreation department. Cost savings: $20,000.

Castro Valley (CA) Unified School District
Contact: Will Macedo (510) 537-3000

• The district has worked collaboratively with the local community college to provide a high-quality vocational education program to senior high students. The college provides teaching staff, administration, and equipment; the school district provides space. Because of the state funding arrangement, the relationship is financially attractive to both educational institutions, and the students get the best of both worlds, including an exposure to post-graduate training not otherwise available. Cost savings: $500,000.

Council Bluffs (IA) Community Schools
Contact: David Dorenkamp (712) 328-6408

For more suggestions, see the "Purchasing" section.

MAINTENANCE OF BUILDINGS AND EQUIPMENT

• Contracting with an outside custodial firm rather than using custodians paid by the district. Cost savings: $100,000.

Midwest City/Del City (OK) School District
Contact: Larry Springfield (405) 737-4461

Also mentioned by:
Shawsheen Valley Reg. (MA)
Contact: Robert Brooks (508) 667-2111

Upper Darby (PA) School District
Contact: Nancy DeLibero (215) 789-7200

• Eliminating outside contractual service for supervisor of maintenance and custodial staff. Cost savings: $275,000.

Lynchburg (VA) City Schools
Contact: Dave Terry (804) 847-1420

• Employing an in-house "journeyman" skilled tradesperson (electrician/HVAC) for repairs that are subject to local, state, and federal codes and regulations. Cost savings: $32,600.

St. Clair County (MI) Intermediate School District
Contact: George Ann Ragle (313) 364-8990

• Hiring a private firm to manage the custodial staff and cleaning operations. So far, 55 custodial positions have been eliminated through attrition and buildings are cleaner. Cost savings: $120,000.

Norfolk (VA) Public Schools
Contact: Dr. Forrest R. White (804) 441-2711

• Consolidating gardeners/groundskeepers at each school into district gardening teams. Cost savings: $31,212 in the first year; $140,000 thereafter.

Riverside (CA) Unified School District
Contact: Dr. Kirk Lewis (714) 788-7149

• Establishing a second shift for maintenance people, working 2:00 p.m.-10:00 p.m., to reduce overtime. Cost savings: $300,000.

Fairfax County (VA) Public Schools
Contact: Alton Hlavin (703) 246-3209

Here are more cost-saving maintenance ideas — all from the American School Board Journal, June 1992.

• Conducting preventive maintenance — reassigning three mechanics to form a preventive maintenance team. The move has significantly reduced equipment breakdown and repair costs.

• Purchasing oversized grass mowers to reduce grass-cutting time.

• Hiring a landscape specialist to be on staff — estimated to save $80,000 spent on special athletic field services.

• Using staff members rather than contractors to replace boilers not only builds self-esteem but also saves $50,000 per project.

• Forming an in-house construction management team to oversee and direct the district's construction program. Estimated savings: $6 million over six years.

• Ensuring that the manufacturer's representative be involved in roof installation to make sure the job is done right. Using infrared surveys to detect areas of roof failures, making it possible to refurbish roofs rather than replacing them. Cost savings: 90 percent of the cost of reroofing.

• Reducing fuel consumption by turning off fresh-air intake fans after school.

• Implementing a training program for custodial personnel on small repairs.

NEW TAXING MECHANISMS

• The school district refinanced its bonded indebtedness. Cost savings: $86,000.

West Shore School District (PA)
Contact: William A. Lynch (319) 647-2161

• And this idea that did *not* work — pay-as-you-go taxing to cover the costs of needed construction. The district that tried this approach was dealing with extreme growth, but found that initial funds are generated slowly, while front-end funds were needed to build quickly.

Clark County (NV) School District
Contact: Superintendent, Clark County Schools (702) 799-5310

PERSONNEL PRACTICES

• Using part-time employees to fill newly created positions. Cost savings: $6,000 per position.

Sussex (NJ) Wantage Regional
Contact: Art DiBenedetto (201) 875-7291

• Using support personnel in study halls instead of teachers. (District has requested a waiver from the state superintendent of schools.) Cost savings: Estimated at $400,000.

Township H.S. Dist. 214 (IL)
Contact: Stephen D. Berry (708) 364-8600

• Combining maintenance position with bus driving position. Cost savings: $2,500.

Yarbrough Schools (OK)
Contact: Randel Beaver (405) 545-3329

• Hiring long-term subs instead of hiring full-time teachers to maintain the desired pupil-teacher ratio. Cost savings: $200,000 to $250,000.

Indian River County (FL) School District
Contact: Thomas J. Dooley (407) 567-7165

• Instituting a strict hiring freeze. Once a person vacated or retired from a position, it could not be filled — no exceptions. Cost savings: $350,000 to $400,000.

Indian River County (FL) School District
Contact: Thomas J. Dooley (407) 567-7165

Here are more cost-saving ideas, all suggested in the June 1992 issue of American School Board Journal:

• Using municipal employees (rather than contracting) for repairs to buildings.

• Establishing "average teaching load" factors for secondary-level subject areas and reassigning or transferring excess staff to other vacancies.

• Studying the pattern of teacher absentees and cracking down on the teachers whose excuses are suspect.

• Holding all vacancies open for at least two months in all but the most essential positions to find out whether you really need a position.

• Consolidating evening educational and community programs into fewer schools on fewer nights.

• Negotiating a new, lower beginning step in employee contracts, not affecting any present employees.

PLACING SCHOOL ATTORNEYS ON RETAINER

• Placing attorneys representing the school system on a total retainer basis, making it possible to anticipate the total cost of legal expenses regardless of the level of litigation. Cost savings: $50,000.

Piscataway (NJ) School District
Contact: Guy C. Vander Vliet (908) 885-1670

PURCHASING

• Utilizing bids awarded under cooperative agreements and state contracts when the prices are bid lower than the district would have to pay through its own competitive bid process. For example, the district found it could save between 70 and 78 percent off the list price for lamps and light bulbs. Cost savings: Not yet determined.

Denver (CO) Public Schools
Contact: Sandra Schmitzer (303) 764-3327

• Purchasing paper, milk, and computer services as a group with other districts. Cost savings: Not available.

Western Springs (IL) Public Schools
Contact: Donald E. Barren (708) 246-3700

• Close checking of purchase orders eliminated duplication. Ordering locally eliminated higher freight and service charges. Instituting tighter controls ensured that all purchases were necessary. Cost savings: $10,000.

Brentwood Borough (PA) School District
Contact: Eugene A. Bolt (412) 881-2227

• Forty-six Connecticut towns have formed a joint purchasing venture that allows large-quantity purchasing of more than 3,000 school items. Savings: Not available.

Farmington (CT)
Contact: Diane Shec (205) 673-8267

Also mentioned by:
Merrick (NY) Union Free School District
Contact: Stan Germain (516) 378-3900

Billings (MT) Public Schools
Contact: Walt Laird (406) 255-3500

West Shore School District (PA)
Contact: William A. Lynch (319) 647-2161

• Establishing a program to make purchasing a completely on-line, computerized process, eliminating all paper processing. Cost savings: To be determined, but estimated in the thousands.

Lynchburg (VA) City Schools
Contact: Dave Terry (804) 847-1420

• Establishing a joint powers agreement, Partners in Nutrition Co-op, to reduce school lunch costs. Due to its size, the co-op can advance order Category B and Bonus Commodities, and purchase Category A commodities by the truckload. This reduces warehousing labor and usually entitles the group to additional discounts. Cost savings: $40,000.

Antelope Valley (CA) Union High School District
Contact: Terry Custer (805) 723-5119

• Purchasing a membership in a low-cost warehouse for reduced prices on office supplies, furniture, paper products, etc. Cost savings: $67,420.

St. Clair County (MI) Intermediate School District
Contact: George Ann Ragle (313) 364-8990

• Establishing a "Swap 'n Shop" feature in a local education newsletter. School districts advertise surplus materials and buy other districts' surpluses at a reduced rate. Cost savings: $15,000.

Yamhill Educational Service District (OR)
Contact: James Redmond (503) 472-1431

• Direct purchasing of natural gas. The biggest challenge: estimating by building the gas requirements each month. Cost savings: $16,745.

Lombard (IL) Elementary District 44
Contact: David Grace (708) 620-3700

• Purchasing in bulk for several school districts, storing the purchases in one district's warehouse, and disbursing it as needed. Cost savings: Substantial.

Sevier School District (UT)
Contact: JoAnn McCoy (801) 896-4401

• Bidding more items before purchasing and making greater use of state and county contracts. Cost savings: Substantial.

Yonkers (NY) Public Schools
Contact: Robert Clemens (914) 376-8056

• Establishing a food warehouse to take advantage of USDA commodities, both dry and frozen. Cost savings: $50,000.

Billings (MT) Public Schools
Contact: Walt Laird (406) 255-3500

• Establishing a regional coalition to purchase heating oil. Cost savings: $30,000 (18 percent).

Torrington (CT) School District
Contact: Sheri Goggin (203) 489-2327

RECYCLING

• Recycling white paper, mixed paper, computer paper, cardboard, newspaper, milk and juice cartons is saving $20,000 in refuse costs. Other materials recycled include scrap metal, aluminum, film negatives, printing press chemicals, computer toner cartridges, and antifreeze. Cost savings: $20,000.

Kelso (WA) School District #458
Contact: Jack Elms (206) 577-2440

• Once a month, elementary school students bring in aluminum cans for recycling. Revenue generated: $1,000.

Fayetteville (TN) City Schools
Contact: Barbara Vannatta (615) 433-5311

• The local trash collector provides buildings with disposal bins for recyclable materials — bottles, cans, etc. When the bins are full, the building receives a rebate of approximately $1,000. Cost savings: $10,000 per building potential.

Antelope Valley (CA) Union High School District
Contact: Terry Custer (805) 723-5119

• The district recycles aluminum cans, paper, and plastic at 50 elementary schools. Dollars are used for environmental education and printing activity books. Cost savings: $3,000.

Clark County (NV) School District
Contact: Joyce Woodhouse (702) 799-5308

• Paper, paper bags, cans, and trash bags are recycled. Waste can liners are reused several times. The district uses pop tops from soda cans as counting tools in math and science. Cost savings: $500-$600.

Holly Springs (MS)
Contact: P.T. Hampton (601) 252-2183

• Instituting a program of recycling general office paper, textbooks, aluminum cans, glass containers, and bi-metal cans. The program requires that all materials are separated at the building by the people who generate the trash. Recyclables are picked up twice a week in lieu of regular trash collection, stored, then transported to a recycling center. Cost savings: $3,500 in tipping fees, revenue of $1,500 from recyclables.

West Shore School District (PA)
Contact: Gary A. Smith, (717) 938-9577

RETIREMENT

The New York City Board of Education instituted a retirement incentive program for teachers who were eligible to retire. The district granted three years of non-qualifying service credit to teachers who agreed to retire within a "window" period during 1991.

The district found that there were both costs and savings. The costs included additional employer contributions that were made to the retirement system over a period of years to fund the pension liability. Additional costs will come from the salaries and fringe benefits of the teachers hired to replace the retirees.

However, because of the difference in cost between the entrance salary and fringe benefits for the replacement teachers, the district found there were net savings both immediately and over time. Cost savings are approximately $50 million in the first year. Contact: Ron Rudolf at (718) 935-3637.

• An early retirement program paid qualified educators $10,000 a year for three years after retirement. Cost savings: $300,000.

Wallingford (CT) Public Schools
Contact: Dale Wilson (203) 949-6500

• Offering a five-year pension bonus for employees with 25 or more years of service. Cost savings: $400,000.

Christina School District, Newark (DE)
Contact: Frank Rishel (302) 454-2000

• Working with the district's insurance provider to develop an attractive early retirement plan. Cost savings: $186,000.

Berryessa Union School District, San Jose (CA)
Contact: Carol Dillard (408) 923-1850

• Providing early retirement incentives, replacing these highly paid employees with lower-paid staff members. Cost savings: $116,000.

Kelloggsville Public Schools, Grand Rapids (MI)
Contact R.J. Laninga (616) 538-7460

Also mentioned by:
Richmond (VA) Public Schools
Contact: Dr. Raymond Galvin (804) 780-7867

Dade County (FL) Public Schools
Contact: Stanley R. Corces (305) 995-1226

Joplin (MO) R-VIII
Contact: William D. Brill (417) 625-5200

Mahopac (NY) Central School District
Contact: Dr. Edgar Richards (914) 628-3415

Pelham (NY) Union Free School District
Contact: Charles Wilson (914) 738-3434

Indian River County (FL) School District
Contact: Thomas J. Dooley (407) 567-7165

Upper Darby (PA) School District
Contact: Ken Hamphill (215) 789-7200

Yonkers (NY) Public Schools
Contact: Joseph M. Guerney (914) 376-8074

And note that the Virginia Beach (VA) schools *rejected* an early retirement program because of its long-term fiscal implications. Contact: Fred G. Benham, (804) 427-4837.

• Historically the district had provided staff members with a retirement increment at the time of their separation from service. There was no linkage between the increment and the age of the staff member at the time of retirement, other than the requirement that the employee be eligible to retire under the appropriate New York state retirement system. The district has now instituted a retirement incentive — not a retirement increment. The incentive is a bonus for separation from service in the first or second year of retirement eligibility rather than an increment at any point in time following retirement eligibility. Cost savings: Not yet determined.

Fairport (NY) Central School District
Contact: Timothy J. McElheran (716) 223-7600

"People are not prone to retire early in tough economic times."
Art DiBenedetto, superintendent,
Souhegan Wantage (NH) Regional

SALE OF SERVICES

• Entering into agreements to provide services for children and adults from other districts in vocational and adult education. The providing district receives the state aid for their participation. Revenue: $500,000.

Wayne-Westland (MI) Community Schools
Contact: Tom Suitkovich (313) 595-2011

• When the district constructed its new middle school, it rented extra classrooms to the Sullivan County BOCES for classes for students with disabilities. Revenue: $167,000.

Liberty (NY) Central Schools
Contact: Richard Bernk (914) 292-6990

• Providing services to non-public schools throughout the county under contract with the local school districts in which they are located. Because the services are regionalized, the district provides them in a highly cost-effective way. Revenue: $100,000.

Bergen County (NJ) Special Services
Contact: Dr. Ted Swartz (201) 265-6300

• Selling curriculum materials and tapes to other school districts. Revenue is used to develop new materials. Revenues: To be determined.

Clark County (NV) School District
Contact: Ralph Cadwallader (702) 799-8490

SPECIAL FEES

• Charging community groups a nominal charge for use of the building, to cover the costs of heating or cooling, custodial services, etc. Revenue: $20,000.

Christina School District, Newark (DE)
Contact: Ken Brown (302) 454-2000

• Increasing the fee for behind-the-wheel driver's education training from $45 to $100 (still less than commercial rates). Revenue: $13,500.

Alexandria (VA) City Public Schools
Contact: Vance Jones (703) 824-6644

• Establishing licensing agreements with the city. The city will invest $250,000 in high school fields (for lights, sprinkler system, snack bar, rest rooms). The school will allow access for various city-sponsored activities. Cost savings: $250,000.

Harborfields C.S.D. (NY)
Contact: Dr. Raymond Walters (516) 754-5320

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• Establishing a user fee for adults using school buildings for recreational purposes. The fee, $1.75 per hour per individual for gym use and $.70 per hour for field use, is collected by the county recreation department, which manages the adult recreation program, and remitted to the schools. Estimated revenue: $870,000.

Fairfax County (VA) Public Schools
Contact: Bruce Patrick (703) 323-0383

For other ideas, see the "Extracurricular Activities" section.

TECHNOLOGY

• Processing the district's standardized test results through the school district's in-house computer and staff rather than using an outside service. Cost savings: $125,000.

Denver (CO) Public Schools
Contact: Ken Andrews (303) 764-3801

• Installing LAN and WAN computer networks in schools and district offices to reduce paperwork. Cost savings: Variable.

Beaufort (SC) County School District
Contact: Herman K. Gaither (803) 525-4200

• Using the Pennsylvania State Bid (CSIU) and the Allegheny Intermediate Unit bid prices. Cost savings: $4,000.

Brentwood Borough (PA) School District
Contact: Stephen M. Verba (412) 881-2227

• Purchasing state of the art hardware and software, thereby trimming its costs for management information systems. Cost savings: $350,000 in first year; $1.2 million when equipment is paid for.

Richmond (VA) Public Schools
Contact: Dr. Delores Pretlow (804) 780-7693

• Training a staff member to repair printers and computers, avoiding costly maintenance contracts and repair costs when the items break down. Cost savings: Minimum of $10,000.

Monroe (MI) Public Schools
Contact: Richard A. Montcalm (313) 241-0330

Also mentioned by:
Norfolk (VA) Public Schools
Contact: R. Glenn Caps (804) 441-2974

"The move to new technology requires a continuous investment in new equipment, software, upgrades, personnel, training, and staff development; it is an ongoing process, not a quick fix."
Dr. Forrest R. (Flip) White, director of budget, Norfolk (VA) Public Schools

• Establishing a business partnership with a local computer company to develop high-intensity technology classrooms. The district has also worked with a satellite school curriculum provider to link up all the high schools in the county for distance learning. Cost savings: $100,000.

Yamhill Educational Service District (OR)
Contact: James Redmond (503) 472-1431

• Developing a complete management system for the food service department. It allows the director to have tighter controls on everything involved with purchasing, inventory, commodities, costs, auditing, etc. Of 40 school districts in the state of Utah, this district is one of only 10 that consistently operate in the black. Cost savings: $30,000-$50,000.

Sevier School District (UT)
Contact: Karen Pace (801) 896-8214

• Printing curriculum syllabi on demand, relieving warehouse space and avoiding supplemental storage costs. Cost savings: $20,000.

Clark County (NV) School District
Contact: Kevin Connolly (702) 799-5506

TEXTBOOKS

In Dade County (FL), the School Textbook Inventory System allows individual schools to order more than 16,000 adopted and non-adopted textbook items from the Florida School Book Depository. The school system does not order free textbooks to which they are entitled until the school requests them. This saves freight, storage, and labor charges associated with receiving and storing non-requested textbook materials. Textbook orders are transmitted electronically through the Florida Information Resource Network, which decreases the order time by four to five days. Cost savings include $112,500 from eliminating purchase orders and an additional $10,000-$25,000 in freight savings. Contact Gene W. Brewer at (305) 995-3700.

• A textbook inventory system tracks distribution of textbooks using personal computers and bar-coded labels. The system also allows entry and collection of miscellaneous student charges. Cost savings: $5,000 for every 2,000 students.

Huntington Beach (CA) Union High School District
Contact: Wray Miller (714) 964-3339

Here are some additional ideas on ways to save money on textbooks (taken from the June 1992 issue of American School Board Journal):

• Consider adopting new textbooks less frequently (without becoming lax about adoption standards).

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• Collect on lost, damaged, or stolen books — or require students who are responsible to perform work to earn the cost of the books.

TRANSPORTATION

In Durham County (NC) using a computer system called Transpiration Information Management System (TIMS) has made it possible to transport more students with fewer buses. It also lets transportation personnel consider many different solutions to put buses to the best use.

The first step was to digitize maps for the area. Street names, nontraveled roads, school boundaries, and school locations were all designated on the maps. This information is updated as new areas are developed.

Student information is entered into the program from computerized Student Information Management System (SIMS) at each school. If a student needs transportation, the information is designated in the SIMS data base. Students' residences are plotted on the computer screen. The district can combine this information with other demographic information — for example, residences of handicapped students needing special transportation assistance. When all this information is used with expanded software, the district can even design school attendance areas. An ongoing expense is that someone at every school must keep the data base current.

The computer creates routes so buses won't backtrack and will travel only on designated roads. It also designs the routes to transport students up to the maximum allowable bus capacity. The computer prints out the bus routes, listing directions for the driver to follow, names of students assigned to the bus, and locations of stops. Estimates are that cost savings are more than $84,000 per year. (This information was taken from "Cut Costs, Not Quality," American School Board Journal, June 1992.)

• Providing a complete in-house transportation system instead of using public transportation. Cost savings: $2.8 million.

New Orleans (LA) Public Schools
Contact: Clarence Young (504) 942-3481

• Securing several quotes for transportation of special education and vocational students. Cost savings: $18,000.

Brentwood Borough (PA) School District
Contact: Stephen M. Verba (412) 881-2227

• Increasing the distance from a school for eligibility for transportation and cutting back on the number of routes. Cost savings: Not available.

Beaverton (OR) School District 48J
Contact: Gary Dressler (405) 733-7203

• Staggering the opening time of schools: first, the high school; second, the middle school and one elementary school; third, the remaining elementary schools. Scheduling fewer buses for the afternoon high school routes. Cost savings: $70,000.

Farmington (CT)
Contact: Diane Shec (203) 673-8267

• Placing learning disabled special education students who qualify for door-to-door service on routes with general education students, who receive stop-to-stop service. Cost savings: $10 million.

City School District of New York
Contact: William Coleman (718) 935-3635

• Reducing home-school transportation to the legal limit. Cost savings: $200,000.

Romoland (CA) School District
Contact: Roland Schwartz (714) 928-2900

• Using a staff member to coordinate special student transportation needs, and using the local cab company instead of school buses. Cost savings: $250,000.

Township H.S. Dist. 214 (IL)
Contact: Donald Henne (708) 364-8618

• Converting the bus fleet to compressed natural gas. Cost savings: $40,000.

Independence School District No. 57 (OK)
Contact: Jim Delathorpe (405) 242-1903

• Using computerized software to route buses. Cost savings: $60,000.

Skokie (IL) School District 68
Contact: James B. Fritts (708) 676-9000

• Holding regular work sessions of four different focus groups of transportation personnel in which the employees evaluate the department's operations, procedures, and policies. Cost savings: Not yet determined.

Stevens Point (WI) Area Public School District
Contact: Jim Nicewander, (715) 345-5477

• Opening schools at four different times rather than the previous two to reduce the number of buses and drivers needed. Cost savings: $900,000.

Norfolk (VA) Public Schools
Contact: Dale Williamson (804) 441-5729

YEAR-ROUND SCHOOLING

As more parents in Wake County (NC) applied to the one elementary magnet school, it was necessary to make a newly constructed school into a magnet, year-round, multi-track school. The 45:15 multi-track program in this school accommodates 750 students in a building built for 600. All students attend school 45 days and are off for 15. Their summer break is shortened, but students get a full June or July off, depending on their track.

The application process is first come, first served. Parents prioritize their choices, and the district tries to give everyone their first or second choice. In 1992-93, the district will establish two more multi-track, year-round elementary magnet schools and will put one middle school on the same schedule. The district has no current estimates on savings. Contact Patrick Kinlaw, director of magnet programs, at (919) 850-1859.

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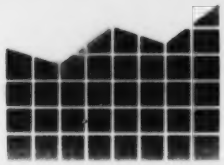

Section III - School District Information

ALABAMA

Montgomery Public Schools
P.O. Box 1991
Montgomery, AL 36102
Enrollment: Not available — Budget: Not available
Urban
Pages 8, 14

ARIZONA

Alhambra School District
4510 N. 37th Ave.
Phoenix, AZ 85019
Enrollment: 8,300 — Budget: $32 million
District Type: Not available
Pages 8, 12, 14

Phoenix Union High School District
4502 North Central
Phoenix, AZ 85012
Enrollment: 21,000 — Budget: $162 million
Urban
Pages 4, 10

Stanfield Elementary
Box 578
Stanfield, AZ 85272
Enrollment: 564 — Budget: $2.6 million
Rural
Pages 16, 18

Yuma Union H.S. District
3150 Ave. "A"
Yuma, AZ 85364
Enrollment: Not available — Budget: Not available
Suburban
Page 18

ARKANSAS

Arkadelphia Public Schools
235 N. Eleventh
Arkadelphia, AR 71923
Enrollment: 2,300 — Budget: $7 million
Rural
Page 11

CALIFORNIA

Antelope Valley Union High School District
44811 Sierra Highway
Lancaster, CA 93534
Enrollment: 12,000 — Budget: $44 million
Small City
Pages 13, 14, 20, 21

Berryessa Union School District
1376 Piedmont Rd.
San Jose, CA 95132
Enrollment: 8,435 — Budget: $30.6 million
Suburban
Pages 9, 21

Castro Valley Unified School District
P.O. Box 2146
Castro Valley, CA 94546
Enrollment: 6,500 — Budget: $26 million
Small City
Pages 11, 18

Huntington Beach Union High School District
10251 Yorktown Ave.
Huntington Beach, CA 92646
Enrollment: Not available — Budget: Not available
District type: Not available
Pages 11, 23

Irvine Unified
5050 Barranca Parkway
Irvine, CA 92714
Enrollment: 22,000 — Budget: $94 million
Suburban
Page 13

Lowell Joint School District
11019 Valley Home Ave
Whittier, CA 90603
Enrollment: 2,720 — Budget: $12 million
Suburban
Pages 5, 10, 17

Oceanside Unified School District
2111 Mission Ave.
Oceanside, CA 92054
Enrollment: 18,100 — Budget: $70.1 million
Small City
Page 8

CALIFORNIA cont.

Riverside Unified School District
Riverside CA 92516
Enrollment: Not available — Budget: Not available
District type: Not available
Pages 6, 11, 19

Romoland School District
25890 Antelope Rd.
Romoland, CA 92585
Enrollment: 960 — Budget: $3 million
Rural
Page 24

COLORADO

Denver Public Schools
900 Grant St.
Denver, CO 80203
Enrollment: 60,704 — Budget: $312 million
Urban
Pages 7, 15, 20, 23

CONNECTICUT

Farmington Schools
Town Hall, 1 Monteith Dr.
Farmington, CT 06032
Enrollment: 3,065 — Budget: $20.9 million
Suburban
Pages 16, 17, 20, 24

Torrington School District
355 Migeon Ave.
Torrington, CT 06790
Enrollment: 4,500 — Budget: $28 million
Small City
Page 21

Wallingford Public Schools
142 Hope Hill Rd.
Wallingford, CT 06492
Enrollment: 6,160 — Budget: $40.1 million
Suburban
Pages 8, 21

DELAWARE

Christina School District
83 E. Main St.
Newark, DE 19713
Enrollment: 19,000 — Budget: $110 million
Suburban
Pages 21, 22

FLORIDA

Dade County Public Schools
1410 N.E. 2nd Ave.
Miami, FL 33132
Enrollment: 304,000 — Budget: $1.6 billion
Urban/Suburban
Pages 4, 8, 9, 14, 22, 23

Indian River County School District
1990 25th St.
Vero Beach, FL 32960
Enrollment: 12,000 — Budget: $111.7 million
Small City
Pages 3, 6, 19, 22

Lee County School District
2055 Central Ave.
Fort Myers, FL 33901
Enrollment: 43,539 — Budget: $452.9 million
Urban
Pages 7, 9, 16

School Board of Polk County
PO Box 391
Bartow, FL 33830
Enrollment: 71,000 — Budget: $447 million
Cities, 1,000-100,000 population
Page 17

School District of Volusia County
200 N. Clara Ave., P.O. Box 2118
Deland, FL 32721
Enrollment: 51,000 — Budget: $216 million
Rural/Urban/Suburban
Pages 7, 12, 15

ILLINOIS

Lombard Elementary District 44
150 West Madison
Lombard, IL 60148
Enrollment: 2,861 — Budget: $17.5 million
Suburban
Page 20

Pekin Public School District #108
501 Washington St.
Pekin, IL 61554
Enrollment: 4,200 — Budget: $15 million
Suburban
Pages 10, 14

Skokie School District 68
9440 N. Kenton Ave.
Skokie, IL 60076
Enrollment: 1,750 — Budget: $14.5 million
Suburban
Pages 9, 16, 24

ILLINOIS cont.

Township H.S. Dist. 214
2121 S. Goebbert Rd.
Arlington Heights, IL 60005
Enrollment: Not available Budget: Not available
Suburban
Pages 4, 10, 19, 24

Western Springs Public Schools
433 Howard
Western Springs, IL 60558
Enrollment: 960 Budget: $4 million
Suburban
Pages 16, 17, 20

IOWA

Council Bluffs Community School District
12 Scott St.
Council Bluffs, IA 51503
Enrollment: 10,150 Budget: Not available
Urban
Page 18

Des Moines Public Schools
1800 Grand Avenue
Des Moines, IA 50309
Enrollment: 31,000 Budget: $150 million
Urban
Page 17

Mason City Community School District
1515 S. Pennsylvania
Mason City, IA 50401
Enrollment: 7,600 Budget: $21 million
Small City
Page 17

LOUISIANA

New Orleans Public Schools
4100 Tevro St.
New Orleans, LA 70122
Enrollment: 83,000 Budget: $310 million
Urban
Pages 9, 16, 24

St. Landry Parish School Board
P.O. Box 310
Opelousas, LA 70571
Enrollment: Not available Budget: $50 million
Rural
Pages 12, 16

MAINE

Easton School Dept.
P.O. Box 126
Easton, ME 04740
Enrollment: 275 Budget: $1.8 million
District Type: Not available
Pages 8, 16, 18

MSAD #55
R.R. 1, Box 63
Cornish, ME 04020
Enrollment: 1,350 Budget: $5.5 million
Rural
Pages 8, 12

MARYLAND

Board of Education of Dorchester County
P.O. Box 619
Cambridge, MD 21613
Enrollment: 4,990 Budget: $21 million
Rural
Page 10

Montgomery County Public Schools
850 Hungerford Dr.
Rockville, MD 20850
Enrollment: 107,783 Budget: $719 million
Suburban/Urban
Page 4

MASSACHUSETTS

Shawsheen Valley Reg.
100 Cook St.
Billerica, MA 01821
Enrollment: 1,067 Budget: $10.5 million
Suburban
Page 18

MICHIGAN

Kelloggsville Public Schools
242 52nd St. S.E.
Grand Rapids, MI 49548
Enrollment: 1,945 Budget: Not available
District Type: Not available
Page 22

Monroe Public Schools
1275 N. Macomb St.
Monroe, MI 48161
Enrollment: 7,328 Budget: $34 million
Suburban
Pages 4, 10, 23

MICHIGAN cont.

Rochester Community Schools
501 W. University Drive
Rochester, MI 48307
Enrollment: 12,000 Budget: $66 million
Suburban
Page 9

St. Clair County Intermediate School District
499 Range Rd., P.O. Box 5001
Port Huron, MI 48061
Enrollment: 30,000 Budget: $30 million
Regional Educational Service Agency
Pages 12, 18, 20

Wayne-Westland Community Schools
36745 Marquette
Westland, MI 48185
Enrollment: 16,500 Budget: $80 million
Suburban
Pages 10, 22

MISSISSIPPI

Holly Springs School District
165 N. Walthall
Holly Springs, MS 38635
Enrollment: 1,950 Budget: $6.9 million
Small City
Pages 6, 14, 18, 21

MISSOURI

Joplin R-VIII
P.O. Box 128
Joplin, MO 64802
Enrollment: 7458 Budget: $30 million
Small City
Pages 5, 8, 22

North Kansas City School District
2000 N.E. 46th St.
Kansas City, MO 64116
Enrollment: 16,000 Budget: $80 million
Suburban
Pages 8, 11, 12

MONTANA

Billings Public Schools
Billings, MT 59102
Enrollment: Not available Budget: Not available
District type: Not available
Pages 12, 20, 21

NEVADA

Clark County School District
2832 E. Flamingo Rd.
Las Vegas, NV 89121
Enrollment: 130,000 Budget: Not available
Urban
Pages 11, 19, 21, 22, 23

Washoe County School District
425 9th St.
Reno, NV 89509
Enrollment: 40,000 Budget: Not available
Urban
Page 14

NEW JERSEY

Bergen County Special Services
327 E. Ridgewood Ave.
Paramus, NJ 07652
Enrollment: 1,000+ Budget: Not available
Suburban
Pages 14, 18, 22

Piscataway School District
333 Willow Ave.
Piscataway, NJ 08855
Enrollment: 5,725 Budget: $59 million
Suburban
Pages 7, 13, 15, 20

Sussex Wantage Regional
31 Ryan Rd.
Sussex, NJ 07461
Enrollment: 1,600 Budget: $13 million
Rural
Pages 15, 19

NEW MEXICO

Cibola County Schools
P.O. Box 8
Grants, NM 80720
Enrollment: 4,000 Budget: $16 million
Small City
Page 16

NEW YORK

Fairport Central School District
38 West Church St.
Fairport, NY 14450
Enrollment: 6,770 Budget: $48.5 million
Suburban
Pages 7, 9, 22

NEW YORK cont.

Harborfields C.S.D.
2 Oldfield Rd.
Greenlawn, NY 11740
Enrollment: 2,600 Budget: $29 million
Suburban
Pages 7, 13, 22

Johnson City Central School District
666 Reynolds Rd.
Johnson City, NY 13790
Enrollment: 2,900 Budget: $21.5 million
Suburban
Pages 11, 16

Liberty Central Schools
115 Buckley St.
Liberty, NY 12754
Enrollment: 1,900 Budget: $16.9 million
Rural
Pages 4, 7, 15, 22

Mahopac Central School District
Lakeview Drive
Mahopac, NY 10541
Enrollment: 3,970 Budget: $40.3 million
Suburban
Pages 5, 22

Merrick Union Free School District
21 Babylon Rd.
Merrick, NY 11385
Enrollment: 1,624 Budget: $14.9 million
Suburban
Pages 5, 12, 20

Mineola Union Free School District
200 Emory Rd.
Mineola, NY 11596
Enrollment: 2,800 Budget: $36 million
Suburban
Pages 13, 15

City School District of New York
110 Livingston St.
Brooklyn, NY 11201
Enrollment: 956,616 Budget: $6.65 billion
Urban
Pages 4, 5, 7, 21, 24

Pelham Union Free School District
17 Franklin Place
Pelham, NY 10803
Enrollment: 1,660 Budget: $20 million
Suburban
Pages 7, 12, 22

NEW YORK cont.

Rome City School District
112 East Thomas St.
Rome, NY 13440
Enrollment: 8,031 Budget: $52.2 million
Small City
Pages 11, 16

Yonkers Public Schools
145 Palmer Rd.
Yonkers, NY 10701
Enrollment: 21,044 Budget: $151.9 million
Urban
Pages 15, 21, 22

NORTH CAROLINA

Currituck County Schools
P.O. Box 40
Currituck, NC 27929
Enrollment: 2,700 Budget: Not available
Rural
Pages 7, 8

Wake County Public Schools
3600 Wake Forest Rd.
Raleigh, NC 27609
Enrollment: Not available Budget: Not available
Urban/Suburban
Page 25

Weldon City Schools
120 Coward St.
Weldon, NC 27890
Enrollment: 1,200 Budget: Not available
Suburban
Page 18

OHIO

Tallmadge City Schools
486 East Ave.
Tallmadge, OH 44278
Enrollment: 2,400 Budget: $11 million
Small City/Suburban
Pages 14, 18

OKLAHOMA

Independence School District No. 57
500 E. Independence
Enid, OK 73701
Enrollment: 6,975 Budget: $26 million
Small City
Pages 11, 13, 16, 24

OKLAHOMA cont.

Midwest City/Del City School District
7217 S.E. 15th St.
Midwest City, OK 73110
Enrollment: 16,000 Budget: $54 million
Suburban
Pages 6, 10, 18

Shattuck School District
P.O. Box 159
Shattuck, OK 73858
Enrollment: 370 Budget: $1.6 million
Rural
Page 7

Stillwater Public Schools
314 South Lewis
Stillwater, OK 74074
Enrollment: Not available Budget: Not available
Suburban
Pages 10, 14, 16

Yarbrough Schools
Rt. 1, Box 31
Goodwell, OK 73939
Enrollment: 125 Budget: $800,000
Rural
Pages 14, 19

OREGON

Beaverton School District 48J
P.O. Box 200
Beaverton, OR 97075
Enrollment: 26,050 Budget: $145 million
Suburban
Pages 16, 24

Yamhill Educational Service District
800 E. Second St.
McMinnville, OR 97128
Enrollment: 13,000 Budget: $11 million
Rural
Pages 17, 20, 23

PENNSYLVANIA

Brentwood Borough School District
3601 Brownsville Rd.
Pittsburgh, PA 15227
Enrollment: 1,208 Budget: $8.5 million
Urban
Pages 20, 23, 24

Northeastern (York County) School District
41 Harding St.
Manchester, PA 17345
Enrollment: 2,490 Budget: $14.6 million
Small City/Suburban/Rural
Pages 11, 14, 16

PENNSYLVANIA cont.

School District of Philadelphia
21st S. Ben Franklin Pkwy.
Philadelphia, PA 19103
Enrollment: 199,100 Budget: $1.3 billion
Urban
Pages 9, 13

Richland School District
340 Theatre Dr.
Johnstown, PA 15904
Enrollment: 1,728 Budget: $10 million+
Suburban
Page 17

Upper Darby School District
4611 Bond Ave.
Drexel Hill, PA 19026
Enrollment: Not available Budget: Not available
District Type: Not available
Pages 13, 16, 18

West Shore School District
507 Fishing Creek Rd., P.O. Box 803
New Cumberland, PA 17070
Enrollment: 7,514 Budget: $44 million
Suburban
Pages 19, 20, 21

SOUTH CAROLINA

Beaufort County School District
Drawer 309
Beaufort, SC 29902
Enrollment: 14,000 Budget: $47.3 million
Suburban
Pages 10, 12, 23

Spartanburg County School District Six
1493 W.O. Ezell Blvd.
Spartanburg, SC 29376
Enrollment: 7,550 Budget: $27 million
Suburban
Pages 5, 7, 8, 13

SOUTH DAKOTA

Wessington Springs School District 36-2
Box 449
Wessington Springs, SD 57382
Enrollment: 500 Budget: $2 million+
Rural
Pages 12, 14

TENNESSEE

Fayetteville City Schools
110-A South Elk Ave.
Fayetteville, TN 37334
Enrollment: 950 Budget: $2.8 million
Rural
Pages 8, 14, 21

TEXAS

Comal Independent School District
1421 Hwy. 81 E.
New Brauntels, TX 78130
Enrollment: 6,400 Budget: $24 million
Suburban/Rural
Page 11

Northside I.S.D.
5900 Evers Rd.
San Antonio, TX 78238
Enrollment: 52,000 Budget: $175 million
Urban
Page 17

Waco I.S.D.
P.O. Box 27
Waco, TX 76703
Enrollment: 14,500 Budget: $60 million
Urban
Pages 9, 14, 17

UTAH

Sevier School District
195 East 500 North
Richfield, UT 84701
Enrollment: 4,923 Budget: $16.6 million
Rural
Pages 3, 9, 11, 21, 23

VIRGINIA

Alexandria City Public Schools
3801 W. Braddock Rd.
Alexandria, VA 22302
Enrollment: 9,508 Budget: $76.8 million
Urban
Pages 4, 10, 13, 22

Charlottesville Public Schools
1562 Dairy Rd.
Charlottesville, VA 22903
Enrollment: 4,500 Budget: $36 million
Small City
Pages 9, 16

VIRGINIA cont.

Fairfax City Schools
City Hall
Fairfax, VA 22030
Enrollment: Not available Budget: Not available
District Type: Not available
(see listings for Fairfax County, VA)

Fairfax County Public Schools
10700 Page Avenue
Fairfax, VA 22030
Enrollment: 136,000 Budget: $855 million
Suburban
Pages 19, 23

Lynchburg City Schools
Tenth & Court Streets
Lynchburg, VA 24505
Enrollment: 9,450 Budget: $43.9 million
Urban
Pages 5, 7, 18, 20

Northampton County Public Schools
P.O. Box 37
Eastville, VA 23347
Enrollment: 2,480 Budget: $10.9 million
Rural
Pages 6, 11, 12, 15

Norfolk Public Schools
PO Box 1357
Norfolk, VA 23501
Enrollment: 36,000 Budget: $170 million
Urban
Pages 8, 15, 16, 19, 23, 24

Richmond Public Schools
301 North Ninth St.
Richmond, VA 23219
Enrollment: 27,026 Budget: $157.9 million
Urban
Pages 16, 17, 22, 23

Virginia Beach City Public Schools
2512 George Mason Drive, P.O. Box 6038
Virginia Beach, VA 23456
Enrollment: 74,241 Budget: $318 million
Urban
Pages 7, 18

WASHINGTON

Kelso School District #458
601 Crawford
Kelso, WA 98626
Enrollment: 4,716 Budget: $26.2 million
Small City
Pages 10, 13, 21

WASHINGTON cont.

Tumwater School District #33
419 Linwood Ave., S.W.
Tumwater, WA 98502
Enrollment: 5,500 Budget: $27 million
Small City
Page 11

WISCONSIN

Milwaukee Public Schools
P.O. Drawer 10K
Milwaukee, WI 53201
Enrollment: 96,000 Budget: Not available
Urban
Page 7

Mosinee School District
591 W. Highway 153
Mosinee, WI 54455
Enrollment: 1,850 Budget: Not available
District Type: Not available
Page 10

Stevens Point Area Public School District
1900 Polk St.
Stevens Point, WI 54481
Enrollment: 8,100 Budget: $41 million
Small City
Pages 14, 16, 17, 24

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